

Action Plan:  
Integrated Intercultural Intervention  
(Establishment of Education and Culture Centre)

First Thematic Area:  
Integrated Local Intervention  
aiming at the Enterprise Development of Migrants and Roma  
in Nea Alikarnassos and the wider urban area

Duration:  
January 2010 – December 2012

Total Budget – First Thematic Area:  
400.000€

Partnership:

Lead Partner: Municipality of Nea Alikarnassos  
First Partner: Heraklion Development Agency SA  
Second Partner: Adult Training Centre of Heraklion Prefecture



## 1. Philosophy of the proposed Action Plan

Central priority of Nea Alikarnassos Municipality is the establishment of an EDUCATION AND CULTURE CENTRE, as a welcome centre and info point for migrants, Roma and other minorities of the intervention area (Nea Alikarnassos city and the wider urban area) in order to provide:

- Greek language courses and vocational training
- information and practical help concerning bureaucratic procedures, obligations and rights of target groups
- counselling concerning vocational support (employment or entrepreneurship)
- support and guidance for job attainment or business promotion

The Centre will support the operation of qualitative services, following the logic of a one-stop shop, for information concerning opportunities/possibilities of employment and entrepreneurship. Also, guidance will be available concerning all issues pertaining to a successful integration of all migrants, Roma and other minorities of the intervention area. The Centre will be responsible and promote:

- the central organisation and connection between the all institutions, services and programs that develop actions relevant with: a) entrepreneurship support, b) employment promotion, c) endorsement of education and accommodation issues, d) development of intercultural dialogue
- the self-organization of target groups (meeting point), with emphasis on women, and the promotion of actively cultural organisations and networks
- the sensitization and constant training/supervision of professionals, working with minority social groups together with the training of local facilitators as links with target groups
- the interconnection and familiarization of local society with existing cross-cultural elements

It is important to notice that the proposed Centre will include actions, which are relevant with all three Action Learning Sets of Fast-Track Network MILE. Previous experience from the operation of Nea Alikarnassos supporting centre for Roma (two years EU program co-financed from Regional Operational Program of Crete 2000-2006), shows that it is easier for minorities to get in touch with an organization, offering supporting and information services in order to cover the individuals' immediate and daily needs. Through their first visits in the structure and the gradual growth of confidence, it becomes easier to approach target groups in order to inform and direct them towards the other offered services in the Centre, concerning equally important sectors in their life (employment, entrepreneurship and lifelong training).



More specific, concerning the first action learning set, central idea is the promotion of entrepreneurship culture within target groups and the enrichment with new forms and ideas of enterprise development, combining elements of culture, technology and innovation. Emphasis will be given in enterprise advisory and information services through the foundation and operation of an Enterprise Support Office for Migrants and Roma, the promotion of migrant and Roma women collectivenesses with enterprise orientation and the organization of seminars concerning Greek language learning, combined with enterprising terminology.

## 2. Problem Analysis

As a phenomenon and a process, migration marked Greece and Europe, contributing determinedly in the configuration of nowadays social, demographic, economic, political and cultural reality. Multiculturalism and the presence of numerous migrants are contemporary elements with an intense presence inside Hellenic, European and international scene and an essential contribution in the operation of global and local socio-economic environment. Migration in Crete is structured as an open, exceptionally complex and dynamic social phenomenon, following its own characteristics and oppositions, from the beginning of '90s up to now. Without particular structures of migrants' reception and installation, without experience in managing immigration, with particularly small and closed local societies, Crete became, in a short period of time, the conscious final destination of permanent installation of big number of economic migrants mainly from Balkan and east Europe countries. In the present day, a pass is attempted from the impasses of last period, towards a new cooperative social model of living together. Strong elements for this graduate passage are:

- the particular dynamics of second generation of migrants,
- the social experience that is gained from the local population and institutions, through everyday relation with minorities, and
- the European and national policies that promote equal opportunities, self-organization and active participation of ethnic minorities.

On the other side, the recognition of Roma minority in Greece, as a distinguishable ethnic, linguistic and cultural group, constitutes a relatively recent reality. Hardly in the beginning of '70s, a discussion starts around non-citizen gypsies who in 1979 are recognized as Greek citizens. In the '80s, training organizations enter, for the first time, into gypsies' camps, facing the situation under which the Roma families live. Only just 1996, Greek Government adopted the Frame of National Policy in favour the Greek Roma, which was replaced by the Integrated Action Plan for Social Integration of Greek Roma (2002-2008).

The existence of stereotype opinions, which have been shaped within Greek society for migrants and also for Roma, is an important factor, contributing to minorities' social exclusion. Particular minority groups continue to face discriminations in all fields: employment, accommodation, health, education and



professional opportunities. In these circumstances, social exclusion is a multi-level phenomenon, concerning all dimensions of socio-economic and political life, expressed through groups with the intense characteristic of diversity.

The complete structure of the proposed Action Plan involves the empowerment of a multi-level integration of migrants and Roma in the intervention area, which concerns Nea Alikarnassos and the wider urban area. This overall goal will be succeeded through the creation of specialised tools and mechanisms for the promotion of sectors concerning all Action Learning Sets of MILE Network (enterprise development, employment and active inclusion in the labour market, access to health, education, accommodation services and cross-cultural dialogue). The objective is to establish more permanent and efficient mechanisms of integration, the gathering and use of fragmentary information and the total exploitation of local potentials, promoting cross-culture, particularity and diversity respect.

The recent experience, gained from the concretisation of entrepreneurship support programs for migrants and Roma, shows that self-employment can be seen as means of integration for ethnic minorities inside local societies, in view of the fact that Greece is characterized from an increased enterprising culture, in comparison with other European countries. Then again, concrete difficulties and gaps exist regarding enterprise development for target groups under study. More specific, most important difficulties for migrants are:

- the existence of a quit restrictive legislation frame in relation to the possibility of establishing an independent economic activity concerning non EU country migrants,
- the difficulty in combining different bureaucratic procedures concerning the acquisition of suitable residence permit and the simultaneous ability of pursuing financial support for the establishment of a new enterprise,
- the complexity of bureaucratic processes in combination with the insufficient access to information.

In relation to Roma, main difficulties are located in the below fields:

- the difficulty of Roma to cope with bureaucratic requirements and obligations of a legal enterprise activity, even if there seems to be a strong trade tradition,
- the difficulty of getting the special authorisations regarding itinerant trade, which is the most common economic activity for Roma people who carry it out illegally, having consequently even more problems,
- the complexity of bureaucratic procedures in combination with the insufficient access to information.



### 3. Intervention Area

The city of Nea Alikarnassos has the third biggest population in the Prefecture of Heraklion (12.542 residents according to 2001 census). It is placed at the north middle side of Crete, including the areas of Agios Ioannis, Karteros, Prassas and Kallithea. The city was founded in 1925 from Minor Asia refugees and today is an important developing centre, part of the wider urban area of three Municipalities (Gazi, Heraklion, Nea Alikarnassos). At the location known as Two Aorakia, in the Nea Alikarnassos area, between the national roadway and the industrial area of Heraklion, during the late 1980s and through the initiative of Heraklion Prefecture Authority, a Roma camp was founded. It is notice that the intervention area of proposed Action Plan concerns the wider urban district, mentioned above.

The intervention area is located in Region Crete, which refers to the largest Greek island and the fifth digest island of Mediterranean. It is located at the southern part of Greece, having a total extent of 8.336 km<sup>2</sup> and it is characterized from its extensive seacoast and mountainous inter country. Region of Crete is divided into four Prefectures (Chania, Rethymno, Heraklion and Lasithi) and in the frames of National Strategic Reference Framework (ESPA) 2007-2013 it was included in the territorial unit of Crete and Aegean Islands. According to the statistics from the last population census (2001), permanent residents in Region of Crete reaches the number of 601.159 individuals, referring to 5,5 percent of the total Greek population. Moreover, an important percent (11,3%) of permanent population increase, for the decade 1991-2001, is noticed.

The economic activity in Crete was based mainly on agriculture and livestock farming (primary sector) until the '70s. Nowadays, tourism in Crete is the most dynamic developing sector of the local economy, with relevant activities to be located in the majority of coastal district and less in urban centres, where all the administrative, educational, financing and figurative services (tertiary sector) of the Island are gathered. Secondary sector concerns mainly the treatment and packing of produced rural products but also the sectors of structural materials and plastic. All three sectors of local economy are directly connected and inter-dependent.

### 4. Target Groups

The present proposal concerns the population of economic migrants and Roma, living and working in the intervention area (Nea Alikarnassos city and wider urban area).

According to the official records from the Migration Department (Region of Crete, 2003-2007) there are 29.664 legal migrants living in Crete, about 4,26 percent of the entire migrant's population in the country. Statistics concerning citizenship of foreigners in Crete follow the general data in Greece, with Albanians to represent



more than half of the migrant's population in the Island, followed by Bulgarian and Rumanian. Concerning the distribution of legal foreigners per Prefecture, the bigger group is located in Heraklion Prefecture, followed by Chania, Rethimno and Lasithi Prefectures. Finally, it is important to notice the intense dissemination of migrant's population in all areas of Crete. Foreigners have been recorded in the 71 Municipalities of Crete with highest percents to be presented in Municipalities of Heraklion (15,29%), Chania (11,92%), Rethimno (11,11%) and Ierapetra (6,89%). The majority of migrants in Greece come from the productive age group (15-64 years old) and also the number of male migrants is lightly higher in comparison with the number of women migrants.

According to the latest population census in 18<sup>th</sup> March 2001<sup>7</sup>, 551 migrants have been recorded for the Municipality of Nea Alikarnassos, from which 176 has gained the resident permit and the others are pending. It is noticed that in the wider urban area this number is increased and reaches almost the 7.000 individuals. The general consumption from the entire statistical sources in Crete is that the majority of non-nationals prefer its settlement in urban centres. It is important to highlight that, as the city of Nea Alikarnassos is part of a bigger urban area, the number of migrants living or working in the specific area is dynamic. Concerning gender and age local observations match with the general statistics mentioned above. It is clear that Albanians cover the major of immigration body in Nea Alikarnassos. The same assumption derives from the data concerning the origin country of students' majority (87,68%) in local public schools. At this point, it is useful to notice the fact that migrant students cover all educational levels, whereas Roma students are basically located in primary education and only two children has been recorded as high school students during the last year (2006-2007). It is important to note that official estimations expect a significant decrease of Roma students during school year 2007-2008.

Also, it is estimated that about 500 people<sup>8</sup> live at the specific area, having the Greek citizenship. It is useful to notice that there are many other Roma people, some of whom are Muslims or Albanians, living in houses of Nea Alikarnassos city and also in Heraklion, but their location is very difficult. Almost all Roma (90,00%) are illiterate and the participation of their children in public education is very low. Usually, they abandon primary school before its completion.

Concerning the determination of the existing relation between people from target groups (migrants and Roma) who live in the intervention area and the enterprise development issue. Firstly, it should be mentioned that especially for Nea Alikarnassos city, a very limited number of minority people has established their enterprise. The number of migrants and Roma entrepreneurs is being increased referring to the wider urban area and at the same time an important number of individuals acts as freelancers, although they didn't follow the necessary and legal tax and insurance procedures.

Also, it should be noticed that there is a gap concerning the statistics for Roma entrepreneurship because they are Greek citizens and consequently they cannot be segregated in official records. Moreover, referring to the enterprise



development from the side of migrants, the collected data comes mainly from the official national statistics concerning resident permits as well as the registrations of Chambers and the Self-employed Insurance Organization.

Main categories of resident permits in Greece, regarding non-EU country migrants, are presented in the following table. It should be noticed that the below percents refers to resident permits in Region of Crete for the period 2003-2007.

Depended Work	Work for one employer mainly as unskilled workers, rural workers and builders.	68,56% (71.761 permits)
Other 39 reasons	Special conditions (family reunion, athletes, artists, education)	25,83% (27.037 permits)
Independent Work	Services or work towards multiple and unstable employers mainly as house cleaners, craftsmen and others	5,18% (5.420 permits)
Independent Economic Activity	Enterprise development	0,44% (456 permits)

It is obvious that only 0,44 percent of published resident permits in Crete are reported as Independent Economic Activity through which a migrant from a non-EU country has the right to establish an enterprise.

The next table illustrates the percent of migrants concerning their position inside the labour market of Crete.

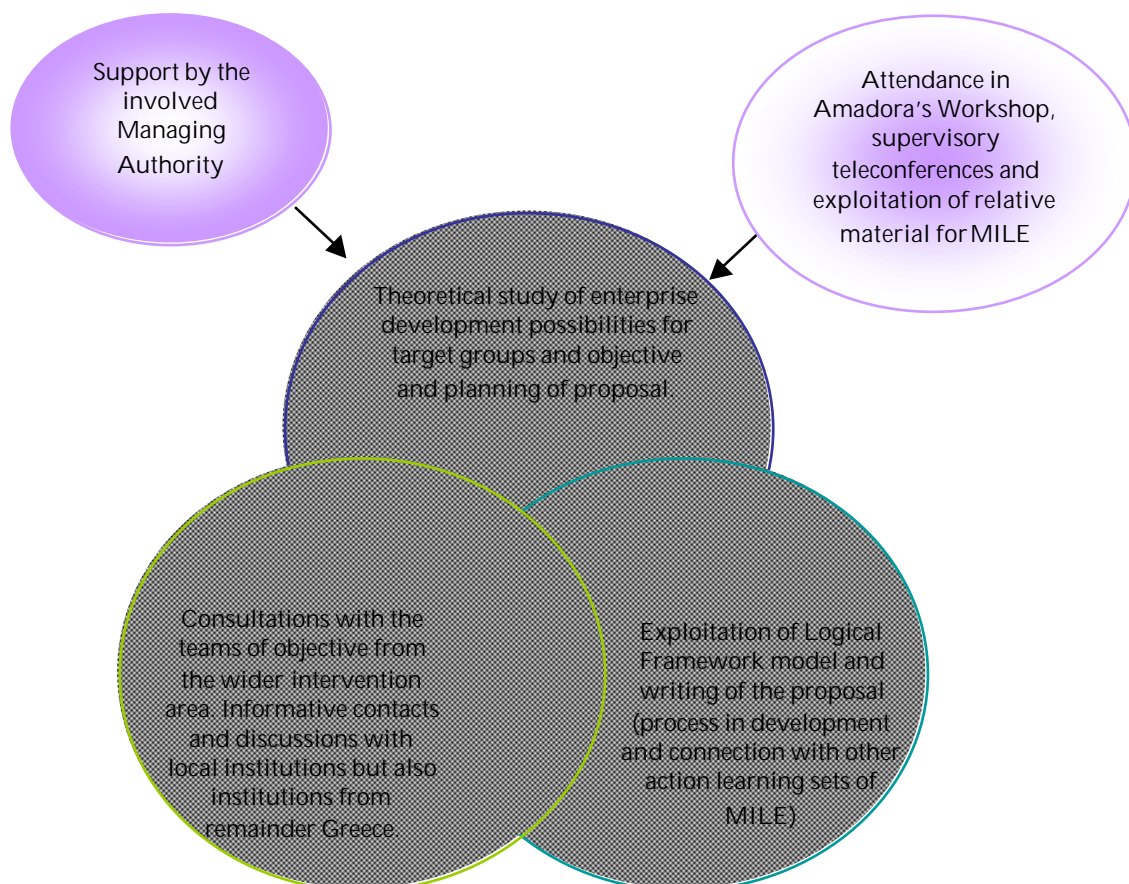
Employer	7,30% (1.660 people) <ul style="list-style-type: none"> <li>• Almost 2/3 are men</li> <li>• Majority refers: craftsmen and farmers</li> </ul>
Occupation for his/her account	
Employee	90,36%
Household	2,34%

Finally, main source of income is the collection and selling of scrap metal and other wares in market, like fruits, cloths and seasonal products. These occupations are most of the time informal, which means that they don't have insurance and they face problems with the law. In relation to their traditional way of living, it is much easier for a man to work than for a woman who has to stay at home taking care of the children and the house.

## 5. Methodology of Organisation and Planning

The present proposal has been designed by agencies with years of experience in social programs, with the possibility of illustrating the needs and particularities of local societies, concerning to the integration of migrants and Roma, together with the ability of planning and materialising relevant activities with essential results.

The following graphic shows the followed steps in order to organise and plan the present proposal:



Central role in the organisation of the present proposal had the theoretical study of enterprise development possibilities for target groups, together with the objectives and the way of planning and writing the proposal, through the following steps:

- search of statistical data and wider studies referring to entrepreneurship in general, but also focusing in enterprise development for migrants and Roma,
- study of bibliography referring to enterprise development and the cross-cultural intervention,
- exploitation of relevant experience on behalf of involved agencies in Nea Alikarnassos proposal's partnership, as well as from other relative programs in Greece and other EU countries and
- examination of proposal's co-financing possibilities from ESF and ERDF, together with the way of planning and presenting a realistic budget. At this point it should be mentioned that the working group received support and guidance from the involved Managing Authority

Following, the central characteristics, which derive from the label Fast Track Network concerning MILE Project, a member of the local work group participated in supervisory teleconferences that were organised under Phase II. Also, the team had the chance to exploit a variety of relevant material, which provided for the same reason, through web page: <http://www.wikipreneurship.eu>.

Also, the contact with individuals and associations from related target groups (migrants and Roma) but also with institutions that are involved in the area of enterprise development (stakeholders) was very important. Concerning this step of the proposal planning, the below actions took place:

- Consultations with target groups from the wider intervention area. More specific, during the last period communications and informative meetings have been made on behalf of Municipality of Nea Alikarnassos and Heraklion Development Agency SA, for the wider promotion of the relevant activities. Migrants and Roma seem to be particularly positive towards all proposed thematic, considering very important the creation of a stable structure for their information, communication and exchange of opinions.
- Informative contacts and discussions with local institutions but also agencies from other areas of the country in order to transport their experiences concerning services referring to particular target groups. The main ascertainment is that, up to now, in Greece many important programs have been organized (like Enterprise and Technologic Development Centres, Health and



Social Centres for the Support of Roma, the programs referring to the promotion of social economy through EQUAL, the integrated interventions in favour of unemployed combining advisory, training and employment or entrepreneurship, the numerous programs of training and Greek language learning courses etc). The basic gap in all these programs is that they are unable to continue their operation after the expiry of their co-financing period. Consequently, is a challenge for the new proposed Action Plan to explore the way of guarantee its continuation as a constant and permanent structure for the support of target groups and the co-ordination of all local institutions and services that related to them.

Finally, Logical Framework was applied as the organizational model for planning and specifying the essential points of Nea Alikarnassos proposal, followed by further development, according to the collected data from the above mentioned steps. It should be noticed that the improvement of the proposed Action Plan will continue through the connection of the proposals, produced from next thematic, and the enrichment with new elements, depending on the gathering requirements, in order to reach the final text/version that will be used for the official submission of the proposal to the claim of co-financing, in third phase of MILE.



## 6. Logical Framework (URBACT II Local Action Plans) – First Thematic Area

Intervention logic	Indicators	Means of verification	Assumptions
Overall Theme:			
Raise the level of Integration and reduce social exclusion concerning Migrants and Roma in the intervention area (Nea Alikarnassos and wider urban area)	Number of new Migrant enterprises until 2015	<ul style="list-style-type: none"> <li>Wider statistical data and results from relative researches in the intervention area</li> </ul>	See below: Risk Analysis
	Number of new Roma enterprises until 2015		
Action Plan Objective:			
Creation of specialised tools and mechanisms for the promotion of enterprise development concerning Migrants and Roma	Number of migrants that will benefit directly from all supporting services of First Thematic Area	<ul style="list-style-type: none"> <li>Timetable</li> <li>Monthly control of the progress concerning the activities and economic issues</li> <li>Contacts with stakeholders (partners, target groups, experts, personnel, local agencies)</li> <li>Internal and External Evaluation</li> </ul>	See below: Risk Analysis
	Number of Roma that will benefit directly from all supporting services of First Thematic Area		
	Number of women that will in the collectiveness with enterprising orientation		
Outputs:			
1. Enterprise Support Office for Migrants and Roma	Number of migrants that will be activated towards enterprise culture	<ul style="list-style-type: none"> <li>Timetable</li> <li>Monthly control of the progress concerning the activities and economic issues</li> <li>Contacts with stakeholders (partners, target groups, experts, personnel, local agencies)</li> <li>Reports and files for the observation of activities</li> <li>Use of experienced personnel and external experts and other collaborators per activity</li> <li>Internal and External Evaluation</li> <li>Exploitation of media for the diffusion of results</li> </ul>	See below: Risk Analysis
	Number of Roma that will be activated towards enterprise culture		
	Number of migrants that will benefit directly from enterprising advisory services		
	Number of Roma that will benefit directly from enterprising advisory services		
	Number of local agencies that will cooperate with the Office		
2. Lifelong Learning in the First Thematic Area	Number of migrants that will be trained		
	Number of Roma that will be trained		
3. Women (migrant and Roma) Collectivenesses	Number of established women collectivenesses		
	Number of migrant women that will participate in the collectiveness		
	Number of Roma women that will participate in the collectiveness		
	Number of established corporate women enterprises		
4. Publicity	Number of technical meetings with local agencies		
	Number of printed publicity material		
	Number of publicity events		



Activities Table					
Title of activities to achieve the outputs	Lead partner	Brief Description of activity	Intended outputs	Timescale (start and end)	Resources
1. Coordination	Municipality of Nea Alikarnassos	See below: Detailed Description of Activities	See below: Detailed Description of Activities	January 2010 up to December 2012 (36 months + 2 months up to February 2013 for external evaluation)	85.000€
2. Enterprise Support Office for Migrants and Roma	Heraklion Development Agency SA			April 2010 up to December 2012 (33 months)	216.000€
3. Lifelong Learning in the First Thematic Area	Adult Training Centre (KEE) of Heraklion Prefecture			July 2010 up to December 2012 (30 months)	45.000€
4. Organization & Establishment of Women (migrant and Roma) Collectivenesses with enterprise orientation	Municipality of Nea Alikarnassos			April 2010 up to December 2012 (33 months)	25.000€
5. Publicity	Heraklion Development Agency SA			January 2010 up to December 2012 (36 months)	29.000€
Total Budget (FIRST THEMATIC AREA)					400.000€



## 7. Risk Analysis

Description of Risk	Likelihood	Impact	Risk mitigation plan
Risk 1: Failure in achieving the desirable collaboration with target groups	Medium	High	Use of mediators and experts together with a specialised methodology of approach. Continuous information and entanglement of target groups in the Action Plan
Risk 2: Low intention of migrant women concerning their attendance in Activity4 - Organization and Establishment of Women Collectivenesses with enterprise orientation	Medium	High	Information and activation of migrant women. Promotion of the value of shared expression. Use of facilitators and mentors.
Risk 3: Weakness of Roma women concerning their attendance in Activity4 - Organization and Establishment of Women Collectivenesses with enterprise orientation, because of woman placement and role inside the Roma culture	High	High	Information and activation of Roma women. Promotion of the value of shared expression. Use of facilitators and mentors.
Risk 4: Conflicts between different target groups (migrants and Roma)	Medium	High	Development of cross-cultural dialogue and promotion of multiculturalism through relative activity, concerning another thematic area of the Action Plan
Risk 5: Low correspondence of local institutions and agencies in the invitation for collaboration and support of the proposed Action Plan	Medium	Medium	Use of special methodology concerning the sensitization, information and active collaboration of local institutions and agencies.
Risk 6: Legislative regulations that place important obstacles in the enterprise development concerning economic migrants from non EU countries	High	Medium	Enterprise advice and information for migrants that approach the Office. Support in the resolution of bureaucratic difficulties.
Risk 7: Potential conflict with interests of the local population	High	High	Continuous information and sensitization of local societies, with their active involvement in the Action Plan.
Risk 8: Weakness of partners to undertake the complete economic responsibility for the Centre	High	Low	The risk influences, in longer-term, the permanent operation of proposed Centre. Search ways of viability.
Risk 9: Important deviations from the timetable and the obligations of each partner	Low	High	Internal observation and control mechanism for the implementation of the Action Plan. Use partner's experience on deviations management. Follow the obligations and terms of the signed agreement of collaboration.



## 8. Methodology of Proposed Action Plan (First Thematic Area)

The selected methodology for present Action Plan gives emphasis on the model of integration, recognizing the fact that each minority group has the right to participate, under equal terms, in the all sectors of everyday life. The coexistence of different ethno-cultural elements is supported, without the threat for the unity and cohesion of local society. Main supported values refer to diversity respect, acceptance of the other, interaction and solidarity in order to achieve the decrease or even extinguish of national stereotypes and prejudices and the promotion of equal occasions for all.

Following the systemic and ecological approach, each individual is part of a wider system of dynamic interactions. The Action Plan cannot be entirely focused on individuals of target groups that will be benefit from its services, but it has to develop a wider intervention that include the information, sensitization and cooperation between all involved parts, local society, local institutions and individual supporting systems.

Central role in each phase of planning and Action Plan concretisation has the characteristic of being an integrated intervention, which includes:

- a partnership,
- responsible for implementing combined activities with developmental orientation,
- with emphasis on local particularities,
- aiming at the reinforcement of local recourses and
- showing the irreplaceable role of each target group.

It should be noticed that the methodology of internal control and concretisation of individual activities, proposed for the Firth Thematic Area, is developed in details within the next part of the proposal, referring to the "Detailed Description of Activities".

## 9. Detailed Description of Activities (First Thematic Area)

It should be noticed that the following proposed activities of First Thematic Area are focused in the subject of Enterprise Development. However, concerning the complete version of the proposed Action Plan, some activities (co-ordination, training, publicity) will have a wider orientation, covering the individual objectives of all thematic units that refers to MILE Fast Track Network.



<b>ACTIVITY 1: Coordination</b>
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Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 85.000€

Duration: 36 months (+ 2 months for the external -final evaluation)

Description:

The activity is referring to the establishment of an internal system of observation, control and follow-up of the implemented Action Plan and its activities, aiming to the assuring of their legality and regularity. Concretely, the coordinated management concerns the control of all checkpoints in Action Plan offered serviced and administrative - economic elements. The main goal is to assure the accurate application of administrative and financing obligations that are predetermined by the responsible Managing Authority and the standard concretisation of activities' overall planning and timetable. Inside this procedure, changes are possible to happen, in order to insure that the Action Plan is, at all times, effective and covering the real needs and addressing in local situations.

Personnel:

- 1 individual – Coordinator
- 1 individual – Financial Manager
- 1 individual – External Evaluator

Methodology:

Development of concrete mechanisms of co-ordination, internal management and control, through: a) monthly reports for the progress concerning services and economic elements of each activity, b) the collection of qualitative and quantitative data on for follow-up of determined indicators, c) the responsibility for the correct supplement of technical reports, together with continuous communication with the responsible Managing Authority and d) the development of internal-intermediary and external-final evaluations. Constant and direct collaboration with Action Plan administrative bodies (coordinative committee and work groups) is essential.

Expected results - products:

- Monthly reports for the progress of services and the relevant administrative and economic elements
- Three (3) Internal - intermediary evaluations (three annual assessments of Action Plan)



- One (1) External - final evaluation (at the end of Action Plan)

<b>ACTIVITY 2:</b> Enterprise Support Office for Migrants and Roma
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Responsible Partner for Implementation:  
Heraklion Development Agency SA and/or Municipality of Nea Alikarnassos

Budget: 216.000€

Duration: 33 months (3 months afterwards the beginning of Action Plan)

Description:

The main objective of the Office is to offer information and advisory services concerning the first steps in establishing a new enterprise and/or the promotion and development of existing enterprises, taking into consideration the particularities of each target group. At the same time the Office aims more widely in the promotion of enterprising spirit and in the facilitation of target groups' contact with existing services and institutions, promoting access through equal opportunities for all. Moreover, the activity concerns collaborations' development and the activation of all local institutions aiming to the total exploitation of existing potential.

Personnel:

- 1 individual - Secretary
- 3 individuals - Experts (enterprising adviser, economist, lawyer)
- 4 individuals - Facilitators (two for migrants and two for Roma)

Methodology:

Empowerment and support of target groups' individuals that will be addressed to the Office, in order to be familiar with their rights and obligations, to have the most inclusive access to information and existing services and to extend their techniques and abilities of resolving and/or management of their matters. The above-mentioned goals will be achieved through the development of specific tools and practices, which include:

- promotion of enterprising spirit through the outreach method and the offer of constant information concerning target groups' possibilities of enterprise development and for the general operation and services offered by the Office
- systematic information for budgetary procedures, legislative regulations, financing mechanisms, conditions of local labour market etc.



- enterprising advisory (enterprising idea development, establishment of individual entrepreneurship plan - Business Plan, promotion of existing enterprise - Management and Marketing, risk analysis and management)
- constant communication and collaboration with existing services/institutions and interconnection of target groups with them
- sensitization of all involved parts in order to reduce certain myths concerning target groups and to promote the multicultural elements

It should be noticed that the above-mentioned services and mechanisms of Enterprise Support Office are directly interconnected with the other planned activities of Action Plan.

Expected results - products:

- 3.000 migrants and 200 Roma is expected to reach, at least one time, the Office, in order to use the offered services of information and advisory
- 15 migrants and 15 Roma are expected to establish new enterprises
- One (1) multilingual informative booklet for the Office operation and its services
- One (1) multilingual informative guide of entrepreneurship concerning ethnic minorities
- One (1) guide of good practices, techniques and tools for enterprising advisory concerning cross-cultural target groups



<b>ACTIVITY 3:</b> Lifelong Learning in the First Thematic Area
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Responsible Partner for Implementation:  
Adults Training Centre (KEE) of Heraklion Prefecture  
or Public Training Prefectoral Committee (NELE) of Heraklion

Budget: 45.000€

Duration: 30 months (6 months after the beginning of Action Plan)

Description:

The activity aims to promote the existing need of target groups to upgrade their Greek language spoken, writing and reading ability, in combination with the training on enterprise issues. In this manner, Greek language-learning courses will be organized with special emphasis on enterprising significances and terminology. It should be noticed that the specific activity is directly interconnected with the other planned activities of Action Plan.

Personnel:

1 individual - Secretary  
4 individuals - Educators

Methodology:

- Organisation and creation of educational material that will follow the above mentioned specifications concerning seminars' content
- Target groups' information about the specific activity
- Organisation of training seminars

Expected results - products:

- One (1) publication or training notes - Educational material of "Greek language learning together with enterprising terminology"
- Eight (8) courses, referring to training groups of 10-15 individuals (migrants or Roma) and each course has a duration of 75 hours



ACTIVITY 4:  
Organization & Establishment of Women (migrant and Roma)  
Collectivenesses with enterprise orientation

Responsible Partner for Implementation:  
Municipality of Nea Alikarnassos

Budget: 25.000 €

Duration: 33 months (three months after the beginning of Action Plan)

Description:

Following the values of self-organization and activation, the creation of two feminine collectivenesses (migrant and Roma women) with legal substance, is promoted aiming in entrepreneurship under an area/theme of women's decision. Central objective is the activation of the existent dynamic in order to cover current needs. In this way, the below elements are promoted:

- active participation of target group, referring to women
- equal gender opportunities, referring to men and women, and the promotion of women entrepreneurship
- individuals' involvement in the 'searching for solutions' procedure, concerning every day level difficulties
- connection between individual activities of the complete Action Plan

Personnel:

2 individuals - Experts (sociologist, social worker)

2 individuals - Mentors (women mentors, one of migrants and one for Roma, are more suitable for this occasion)

Cooperation with experts and facilitators from Enterprise Support Office

Methodology:

- Seek out for women, within target groups (migrant women and Roma women) from the intervention area, and inform them for the Action Plan, its offered activities and goals
- Development of dialogue, active involvement and organisation of women interested in participating in the specific activity. It is noticed that separate energies will be developed for two target groups (migrant women and Roma women)
- Technical and legal support will be offered in order to establish (process of foundation and legal form) and operate collectivenesses. Following this



logic, the activity will be directly connected with 'Enterprise Support Office for Migrants and Roma' and 'Lifelong Learning in the First Thematic Area' activities

- Promotion of collectivenesses collaboration and interconnection with persons (mentors), institutions and programs for the determination and the endorsement of long-term enterprising goals

Expected results - products:

- Two (2) collectivenesses of women (migrant women and Roma women) with legal substance and enterprising orientation
- One (1) corporate women enterprise



<b>ACTIVITY 5: Publicity</b>
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Responsible Partner for Implementation:  
Heraklion Development Agency SA

Budget: 29.000 €

Duration: 36 months

Description:

The activity includes all those communication techniques and means of projection aiming to:

- the announcement of utilities and results, throughout the concretisation of proposed Action Plan,
- the sensitization of local population, concerning multiculturalism
- the mobilisation and active participation of all involved parts (target groups' approaching mechanisms and development of wider collaborations)
- the explicit information referring to European Union contribution on the Action Plan (EU funding resource, percent of co-financing, use of European and national logo etc)

The activity of Publicity refers to the entire local societies and institutions, to the individuals from the specific Action Plan target groups as well as to all partners and experts/personnel/facilitators/educators that are occupied/involved within Action Plan.

Personnel:

1 individual – Publicity Manager

Methodology:

All methodological categories of projection will be developed and more specific:

- visual means of projection
- projection through the production of printed material
- projection through direct communication actions
- projection through Media

Generally, publicity of the Action Plan will be achieved throughout the users' opinions concerning the provided services and the produced results and products.



It is marked that, in order to achieve the extensive and complete information of common opinion and target groups, the use simple and comprehensible language is selected.

Expected results - products:

- Creation of Action Plan Logo
- Billboards, Posters and Banner
- One (1) Bilingual (Greek and English) Analytic Informative Brochure of Action Plan for services and institutions
- Four (4) Informative Bilingual Leaflets for the Action Plan and its activities for local population and target groups
- Twenty (20) Technical Meetings with local institutions and services, target groups' associations and other involved people and agencies (stakeholders)
- One (1) Radio message of Projection (oral advertisement) for the Action Plan
- One (1) Television message of Projection (audiovisual advertisement) for the Action Plan
- Articles within the local newspapers and other publications (proclamations and statements)
- Other publicity material (pen, folder, notepad)
- One (1) final Conference, presenting total results of the Action Plan







### 11. Detailed Budget of the First Thematic Area

Code	Description	Lead Partner: Municipality of Nea Alikarnassos	First Partner: Heraklion Development Agency SA	Second Partner: Adult Training Centre of Heraklion Prefecture	TOTAL
1	MANAGEMENT COST	36.000	0	0	36.000
2	LABOUR	36.000	132.000	24.000	192.000
3	SERVICES	23.600	79.200	14.000	116.800
4	OFFICE EXPENSES	14.400	11.250	7.000	32.650
5	EQUIPMENT	0	4.500	0	4.500
6	PUBLICITY	0	18.050	0	18.050
<b>TOTAL</b>		<b>110.000</b>	<b>245.000</b>	<b>45.000</b>	<b>400.000 EUROS</b>





ACTIVITY 1: COORDINATION RESPONSIBLE FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST	PERSONNEL	COORDINATOR	1 PERSON • 36 MONTHS • 1000€	36.000
2	LABOUR		FINANCIAL MANAGER	1 PERSON • 36 MONTHS • 1000€	36.000
3	SERVICES	EXTERNAL COLLABORATORS	EXTERNAL EVALUATION	1 FINAL X 6000€	6.000
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 36 MONTHS	36 MONTHS • 50 €	1.800
		MEETING EXPENSES	15 MEETINGS WITH PARTNERS	15 MEETINGS • 50 €	800
		TRAVEL EXPENSES	6 TRAVELS	6 TRAVELS • 400 €	2.400
		GRAPHIC MATERIAL	EXPENSES FOR 36 MONTHS	36 MONTHS X 30 €	1.000
		OTHER OFFICE MATERIALS	EXPENSES FOR 36 MONTHS	36 MONTHS X 30 €	1.000
5	EQUIPMENT				0
6	PUBLICITY				0
<b>TOTAL BUDGET FOR ACTIVITY 1</b>					<b>85.000</b>



ACTIVITY 2: ENTERPRISE SUPPORT OFFICE FOR MIGRANTS & ROMA RESPONSIBILITY FOR IMPLEMENTATION: HERAKLION DEVELOPMENT AGENCY SA					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0
2	LABOUR	PERSONNEL	SECRETARY	1 PERSON • 33MONTHS • 800€ X 50%	13.200
			FACILITATORS	4 PERSONS • 33 MONTHS • 800€	105.600
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS	3 PERSONS • 33 MONTHS • 800€	79.200
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 33 MONTHS	33 MONTHS • 100€	3.300
		MEETING EXPENSES	15 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	15 MEETINGS • 50€	750
		TRAVEL EXPENSES	6 TRAVELS	6 TRAVELS • 100 €	600
		GRAPHIC MATERIAL	EXPENSES FOR 33 MONTHS	33 MONTHS • 30€	1.000
		OTHER OFFICE MATERIALS	EXPENSES FOR 33 MONTHS	33 MONTHS • 30€	1.000
5	EQUIPMENT	OFFICE EQUIPMENT	DESKS, BOOKCASE, CHAIRS etc.		3.000
		TECHNOLOGICAL EQUIPMENT	COMPUTER, PRINTER etc.		1.500
6	PUBLICITY	PUBLICATION	2 GUIDES	2 GUIDES • 2675€	5.350
			1 INFORMATIVE LEAFLET	1 LEAFLET • 1500€	1.500
<b>TOTAL BUDGET FOR ACTIVITY 2</b>					<b>216.000</b>



ACTIVITY 3: LIFELONG LEARNING OF THE FIRST THEMATIC AREA RESPONSIBILITY FOR IMPLEMENTATION: ADULT TRAINING CENTRE OF HERAKLION PREFECTURE					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0
2	LABOUR	PERSONNEL	SECRETARY	1 PERSON • 30 MONTHS • 800€	24.000
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS FOR THE ORGANIZATION & CREATION OF TRAINING MATERIAL	2 PERSONS x 1.000€	2.000
			EDUCATORS FOR 8 SEMINARS	8 SEMINARS • 75 HOURS • 20€/HOUR	12.000
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 30 MONTHS	30 MONTHS • 80€	2.400
		SEMINARS EXPENSES	8 TRAINING COURSES	8 MONTHS • 400 €	2.800
		GRAPHIC MATERIAL	EXPENSES FOR 30 MONTHS	30 MONTHS • 30 €	900
		OTHER OFFICE MATERIALS	EXPENSES FOR 30 MONTHS	30 MONTHS • 30 €	900
5	EQUIPMENT				0
6	PUBLICITY				0
<b>TOTAL BUDGET FOR ACTIVITY 3</b>					<b>45.000</b>





ACTIVITY 4: ORGANIZATION & ESTABLISHMENT OF WOMEN (MIGRANT AND ROMA) COLLECTIVENESSES WITH ENTERPRISE ORIENTATION RESPONSIBLE FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0
2	LABOUR				0
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS	2 PERSONS x 6.000€	12.000
			MENTORS	2 PERSONS • 2.000€	4.000
			LEGAL SERVICES	2 LEGAL PAPERS • 800 €	1.600
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 33 MONTHS	33 MONTHS • 100 €	3.300
		MEETING EXPENSES	12 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	12 MEETINGS • 50 €	600
		TRAVEL EXPENSES	15 TRAVELS	15 TRAVELS • 100€	1.500
		GRAPHIC MATERIAL	EXPENSES FOR 33 MONTHS	33 MONTHS • 30€	1.000
		OTHER OFFICE MATERIALS	EXPENSES FOR 33 MONTHS	33 MONTHS • 30 €	1.000
5	EQUIPMENT				0
6	PUBLICITY				0
<b>TOTAL BUDGET FOR ACTIVITY 4</b>					<b>25.000</b>



ACTIVITY 5: PUBLICITY RESPONSIBILITY FOR IMPLEMENTATION: HERAKLION DEVELOPMENT AGENCY SA					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0
2	LABOUR	PERSONNEL	PUBLICITY MANAGER	1 PERSON • 33 MONTHS • 800€X 50%	13.200
3	SERVICES				0
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.100
		MEETING EXPENSES	20 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	20 MEETINGS • 50€	1.000
		TRAVEL EXPENSES	5 TRAVELS	5 TRAVELS • 100 €	500
		GRAPHIC MATERIAL	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.000
		OTHER OFFICE MATERIALS	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.000
5	EQUIPMENT				0
6	PUBLICITY	PUBLICATIONS	DETAILED INFORMATIVE PUBLICATION OF THE ACTION PLAN	1 PUBLICATION • 2000 €	2.000
			INFORMATIVE LEAFLET	1 LEAFLET • 1000 €	1.000
		OTHER PUBLICITY EXPENSES	1 FINAL CONFERENCE	1 CONFERENCE • 3000 €	3.000
			LOGO CREATION		500
			POSTERS – BILLBOARDS		500
			10 ARTICLES & ANNOUNCES (LOCAL NEWSPAPERS)	10 ARTICLES • 120€	1.200
			COMMERCIAL SPOTS		1.500
			ADDITIONAL MEANS OF PUBLICITY		1.500
TOTAL BUDGET FOR ACTIVITY 5					29.000



## 12. Possibilities of Financing

The proposed Action Plan aims in its co-funding through the National Strategic Reference Framework (ESPA) 2007-2013, participating in relative open calls from the Operational Programs "Human Recourses Development" within European Social Fund (ESF). The responsible body is Greek Ministry of Employment and more specific the Special Service for the application of co-financing actions from European Social Fund (ESF). It should be noticed that Greece is still organizing the technical issues concerning co-financing within fourth programmatic period.

Concerning the Regional Operational Program of Territorial Unit Crete and Aegean Islands 2007-2013, within European Regional Development Fund (ERDF) co-financing. The Managing Authority in Crete informed the local working group that it is almost impossible to receive funding through ERDF. In general the strategic objective for the new programmatic period 2007-2013 refers to the promotion of the role of Crete in the wider area of South-eastern Mediterranean in the bases of its economy competitiveness, use of advanced technologies, innovation and improvement of its residents life quality. The objective takes into consideration: international developments, possibilities of local economy, the Lisbon Strategy and Cohesion policies and the three basic principals of ESPA: competitiveness, extroversion and human resources development. It should be mentioned that the planning framework concerning the human recourses development, has a special remark for the inclusion of economic migrants. On the other hand the planning that already has been done only includes financing of existing social structures and programmes.

It should be noticed, at this point, that Municipality of Nea Alikarnassos has already been financed from the Local Government Development Program (THISEAS) for the technical study concerning the reconstruction of two floors building in the centre of the city, which is expected to accommodate the proposed Action Plan services. During this period, the Municipality is searching for extra financing in order to proceed with the reconstruction. In this phase, however, it is preferred not to make a direct connection of the particular activity with the present proposal, in order to maintain a clear orientation and to present a realistic budget. Regarding the existing difficulty of combining the two different timetables, concerning the proposal for reconstruction and the Action Plan proposal, it is suggested that the activities can be accommodated in existing structures of the involved partners, at the beginning, and be reinstalled in their permanent location, when building reconstruction is completed.

It is important, at this stage, to notice the intention and objective of Nea Alikarnassos Municipality in creating a permanent Centre that will continue its operation after the completion of the proposed timetable, which has only a three-years duration. According to the Code of Municipalities and Communities



(Law3463/2006: Article 85) within competences of each Municipality an Employment Support Office is included, referring to a guidance body of Municipality's functional framework, responsible to develop free advisory services for unemployed aiming to their empowerment in the effort of job-searching. In order to achieve this goal, Offices will collaborate and coordinate their activity with the responsible local services.

### 13. Compliance with EU and National Agenda

The General Objective 9 of National Strategic Reference Framework (ESPA) 2007-2013 is referring to the "Promotion of Social Integration" with the goal to ensure equal access for all inside the labour market and to prevent marginalisation and exclusion. Following the objectives within national strategy for the modernisation of social protection system, as it is determined through the 'National Action Plan for Social Integration 2006-2008', the special objectives for social inclusion concern, among others, the social integration of migrants and other individuals with cultural/religious particularities, considering the non-discrimination value because of race or national origin, religion and other convictions etc. Among all mentioned elements, a multilevel integration of migrants is promoted, through specialised services of reception and information accompanied by metres, concerning the establishment of Greek language learning courses, training and certification in basic dexterities.

Moreover, in the frame of the complete proposed Action Plan, but also within the planning of First Thematic Area, particular emphasis is been given on the promotion of gender equality, combined with the value of non-discrimination. For this reason special activity is proposed, concerning the organisation of migrant women and Roma women through collectiveness with legal substance, with final objective the development of enterprising action under a theme of women's choice. In general, gender dimension and equal opportunities are incorporated within each individual activity's planning, promoting and aiming specifically to the participation of women and other special social groups (newcomer migrants, youngsters, disabled). Overall objective is the decrease of double exclusion, which migrant and Roma women experience, because of their gender and also because they come from an ethnic minorities population.

Finally, in all stages of planning and concretisation of the proposed Action Plan, emphasis is and will be given to the endorsement and insurance of transparency, access to information and accountability. Also, an important role is given to the promotion of a 'society of citizens' with an active participating role in decision-making and applying, together with the determination of interventions that will correspond to the needs and particular conditions of migrants, Roma and local society. Moreover, the vertical and horizontal partnership in all possible level of corporation is promoted.



**Action Plan:**  
**Integrated Intercultural Intervention**  
**in Nea Alikarnassos and the wider urban area**  
**(Establishment of Education and Culture Centre)**

First Thematic Area:  
Integrated Local Intervention aiming at Enterprise Development of migrants, Roma  
and other disadvantaged groups

&

Second Thematic Area:  
Integrated Local Intervention aiming at active inclusion of migrants, Roma and  
other disadvantaged groups in the local labour market

Duration:  
January 2010 – December 2012

Total Budget:  
690.400 €

Partnership:

Lead Partner: Municipality of Nea Alikarnassos  
First Partner: Heraklion Development Agency SA  
Second Partner: Adult Training Centre of Heraklion Prefecture



## 1. Philosophy of the proposed Action Plan

Central priority of Nea Alikarnassos Municipality is the establishment of an EDUCATION AND CULTURE CENTRE, as a welcome centre and info point for migrants, Roma and other disadvantaged groups of the intervention area (Nea Alikarnassos city and the wider urban area) in order to provide:

- Greek language courses and vocational training
- information and practical help concerning bureaucratic procedures, obligations and rights of target groups
- counselling concerning vocational support (employment or entrepreneurship)
- support and guidance for job attainment or business promotion

The Centre will support the operation of qualitative services, following the logic of a one-stop shop, for information concerning opportunities/possibilities of employment and entrepreneurship. Also, guidance will be available concerning all issues pertaining to a successful integration of all migrants, Roma and other disadvantaged groups of the intervention area. The Centre will be responsible and promote:

- the central organisation and connection between the all institutions, services and programs that develop actions relevant with: a) entrepreneurship support, b) employment promotion, c) endorsement of education and accommodation issues, d) development of intercultural dialogue
- the self-organization of target groups (meeting point), with emphasis on women, and the promotion of actively cultural organisations and networks
- the sensitization and constant training/supervision of professionals, working with minority social groups together with the training of local facilitators as links with target groups
- the interconnection, awareness raising and familiarization of local society to existing cross-cultural elements

It is important to highlight that the proposed Centre will include actions, which are relevant to all three Action Learning Sets of Fast-Track Network MILE. The idea is based on previous experience from the operation of supporting structures for Roma, migrants and other disadvantaged groups in Nea Alikarnassos (that is, a) a Medical and Social Centre financed by the Regional Operational Program of Crete 2000-2006 and b) an Office of Social and Support Services financed by the Operational Program "Health – Care" 2000 - 2006), which shows that it is easier for minorities to get in touch with one organization, concentrating and offering information and support services in order to cover the individuals' immediate and daily needs. Through their first visits in the structure and the gradual growth of confidence, it becomes easier to approach target groups in order to inform and direct them towards the other offered services in the Centre, concerning equally important sectors in their life (employment, entrepreneurship and lifelong training).



Specifically, the centre will comprise: a) An Office for the Support of Employment and Enterprise of migrants, Roma and other disadvantaged groups and b) an education office specifically for migrants and Roma. Both Offices will develop actions of the first and second thematic unit of MILE project. Simultaneously, we will develop specific actions aiming at the further advancement of entrepreneurial development and employment integration of all the aforementioned target groups at the area of intervention.

The central idea of the first thematic unit is the advancement of entrepreneurial culture in the target-groups in question and the introduction of novel ideas and forms of entrepreneurial development, through a combination of cultural and technological innovation. There will be increased emphasis on entrepreneurial advising and information, on the advancement of women associations with entrepreneurial orientation from within the target-groups, and the development of educational seminars for entrepreneurial terminology for migrants and Roma.

As regards the second thematic unit, the central idea is the strengthening of access for immigrants, Roma and other disadvantaged groups to the local job market. This will entail actions aimed both at the target groups mentioned above and local employers at the intervention area. More specifically, there will on the one hand be emphasis on employment advice and information for migrants, Roma and other disadvantaged groups as well as Greek language courses (with emphasis on job seeking techniques terminology) and courses on vocational terminology specifically for migrants and Roma. On the other hand, there will be implemented actions that aim to raise awareness to local employers in matters of multiculturalism and employment of ethnic minorities.

Finally, it must be noted that there will be actions on the function of the Centre as a whole, aimed at the coordination of its various departments, the partners implicated and particular actions, as well as the dissemination and information in the local society of achieved results and services supplied by the Centre.

## 2. Problem Analysis

As a phenomenon and a process, migration marked Greece and Europe, contributing determinedly in the configuration of nowadays social, demographic, economic, political and cultural reality. Multiculturalism and the presence of numerous migrants are contemporary elements with an intense presence inside Greek, European and international scene and an essential contribution to global and local socio-economic activities. Migration in Crete is structured as an open, exceptionally complex and dynamic social phenomenon, following its own characteristics and oppositions, from the beginning of '90s up to now. Without particular structures of migrants' reception and installation, without experience in managing immigration, with particularly small and closed local societies, Crete became, in a short period of time, the conscious final destination of permanent installation of big number of economic migrants mainly from Balkan and east



Europe countries. In the present day, a pass is attempted from the impasses of last period, towards a new cooperative social model of living together. Strong elements for this graduate passage are:

- the particular dynamics of second generation of migrants,
- the social experience that is gained from the local population and institutions, through everyday relation with minorities, and
- the European and national policies that promote equal opportunities, self-organization and active participation of ethnic minorities.

On the other hand, the recognition of Roma minority in Greece, as a distinguishable ethnic, linguistic and cultural group, constitutes a relatively recent reality. Hardly in the beginning of `70s, a discussion starts around non-citizen gypsies who in 1979 are recognized as Greek citizens. In the `80s, training organizations enter, for the first time, into gypsies' camps, facing the situation under which the Roma families live. Only just 1996, Greek Government adopted the Frame of National Policy in favour the Greek Roma, which was replaced by the Integrated Action Plan for Social Integration of Greek Roma (2002-2008).

The existence of stereotype opinions, which have been shaped within Greek society for migrants and also for Roma, is an important factor, contributing to minorities' social exclusion. Particular minority groups continue to face discriminations in all fields: employment, accommodation, health, education and professional opportunities. In these circumstances, social exclusion is a multi-level phenomenon, concerning all dimensions of socio-economic and political life.

The complete structure of the proposed Action Plan involves the empowerment of a multi-level integration of migrants, Roma and other disadvantaged groups in the intervention area, that is, Nea Alikarnassos and the wider urban area. This overall goal will be succeeded through the creation of specialised tools and mechanisms for the promotion of sectors concerning all Action Learning Sets of MILE Network (enterprise development, employment and active inclusion in the labour market, access to health, education, accommodation services and cross-cultural dialogue). The objective is to establish more permanent and efficient mechanisms of integration, the gathering and use of fragmentary information and the total exploitation of local potentials, promoting cross-culture, particularity and diversity respect.

The recent experience, gained from the concretisation of entrepreneurship support programs for migrants and Roma shows that self-employment can be seen as means of integration for ethnic minorities inside local societies, in view of the fact that Greece is characterized from an increased entrepreneurial culture, in comparison with other European countries. Then again, concrete difficulties and gaps exist regarding enterprise development for target groups under study. More specific, most important difficulties for migrants are:

- the existence of a quit restrictive legislation frame in relation to the possibility of establishing an independent economic activity concerning non EU country migrants,



- the difficulty in combining different bureaucratic procedures concerning the acquisition of suitable residence permit and the simultaneous ability of pursuing financial support for the establishment of a new enterprise,
- the complexity of bureaucratic processes in combination with the insufficient access to information.

In relation to Roma, main difficulties are located in the below fields:

- the difficulty of Roma to cope with bureaucratic requirements and obligations of a legal enterprise activity, despite the fact that there seems to be a strong trade tradition,
- the difficulty of getting the special authorisations regarding itinerant trade, which is the most common economic activity for Roma people who carry it out illegally, having consequently even more problems,
- the complexity of bureaucratic procedures in combination with the insufficient access to information.

The proposed intervention puts particular emphasis on the inclusion of immigrants and Roma to employment as a significant factor and means to the strengthening of their social inclusion.

Immigrants in Crete, as well as in Greece, have constituted a workforce that covered employer's needs in areas that are gradually abandoned by Greek natives. These are jobs characterized by precariousness and low wages, and comprise manual work for men and elderly care for women. In most cases, employment is casual (seasonal occupation), frequently "day wage" and more often than not, there is no social security paid by the employer. Despite the nature and conditions of immigrant work, the opinion that migrants constitute a 'threat' for the local population is not infrequent, indeed it is strengthened by the oncoming recession and the increase of unemployment. Simultaneously, immigrants are generally unable to seek other employment – a fact not necessarily due to the lack of skills, but more often to the lack of officially recognized documentation, as for example degrees recognized by the Greek state. This intensifies existing stereotypes among the local population that regard immigrants as capable only for low-grade work, and a vicious circle is thus created and sustained. At this point we should note that migrants themselves sometimes opt for casual employment, since this is regarded as more profitable than more permanent wage labour.

The employment levels for Roma at the intervention area – as well as in Crete at large – appear quite limited. The posts they occupy are largely characterized by the same conditions as those of migrants: seasonality, lack of national insurance, low wages, casual manual work. The lack of official diplomas or degrees, increased illiteracy amongst Roma, combined with the racist attitudes of locals deriving from lack of acceptance for difference and racial stereotyping ('black', 'dirty', 'thieves') hinder the entry of the target-group to the local job-market and their social integration at large.

Traditionally, Roma occupy themselves with trade – itinerant or fixed-location. This is inextricably linked with their particular cultural traits and their characteristically high mobility. Therefore, job-seeking by the target-group is



significantly low. Women in particular do not in general seek jobs, due to traditional values and perceptions of the target-group.

However, as the gradual urban settlement of Roma at the target area is strengthened by mortgaging, the need for permanent work and set wages becomes more pressing.

In sum, the social inclusion of ethnic minorities is not solely up to themselves, but also up to the local society, to a major degree. The importance of the proposed Action Plan is thus evident, since this is not only restricted to actions for the empowerment of ethnic minorities in matters of business development and job-seeking, but develops actions aimed at countering negative stereotypes of the local population and particularly local employers.

### 3. Intervention Area

The city of Nea Alikarnassos has the third biggest population in the Prefecture of Heraklion (12.542 residents according to 2001 census). It is placed at the north middle side of Crete, including the areas of Agios Ioannis, Karteros, Prassas and Kallithea. The city was founded in 1925 from Minor Asia refugees and today is an important developing centre, part of the wider urban area of three Municipalities (Gazi, Heraklion, Nea Alikarnassos). At the location known as Two Aorakia, in the Nea Alikarnassos area, between the national roadway and the industrial area of Heraklion, during the late 1980s and through the initiative of Heraklion Prefecture Authority, a Roma camp was founded. It is notice that the intervention area of proposed Action Plan concerns the wider urban district, mentioned above.

The intervention area is located in Region Crete, which refers to the largest Greek island and the fifth digest island of Mediterranean. It is located at the southern past of Greece, having a total extent of 8.336 km<sup>2</sup> and it is characterized from its extensive seacoast and mountainous inter country. Region of Crete is divided into four Prefectures (Chania, Rethymno, Heraklion and Lasithi) and in the frames of National Strategic Reference Framework (ESPA) 2007-2013 it was included in the territorial unit of Crete and Aegean Islands. According to the statistics from the last population census (2001), permanent residents in Region of Crete reaches the number of 601.159 individuals, referring to 5,5 percent of the total Greek population. Moreover, an important percent (11,3%) of permanent population increase, for the decade 1991-2001, is noticed.

The economic activity in Crete was based mainly on agriculture and livestock farming (primary sector) until the '70s. Nowadays, tourism in Crete is the most dynamic developing sector of the local economy, with relevant activities to be located in the majority of coastal district and less in urban centres, where all the administrative, educational, financing and figurative services (tertiary sector) of the Island are gathered. Secondary sector concerns mainly the treatment and packing of produced rural products but also the sectors of structural materials and plastic. All three sectors of local economy are directly connected and inter-dependent.



## 4. Target Groups

### 4.1 Migrants and Roma

The present proposal concerns the population of economic migrants and Roma, living and working in the intervention area (Nea Alikarnassos city and wider urban area).

According to the official records from the Migration Department (Region of Crete, 2003-2007) there are 29.664 legal migrants living in Crete, about 4,26 percent of the entire migrant's population in the country. Statistics concerning citizenship of foreigners in Crete follow the general data in Greece, with Albanians to represent more than half of the migrant's population in the Island, followed by Bulgarian and Rumanian. Concerning the distribution of legal foreigners per Prefecture, the bigger group is located in Heraklion Prefecture, followed by Chania, Rethimno and Lasithi Prefectures. Finally, it is important to notice the intense dissemination of migrant's population in all areas of Crete. Foreigners have been recorded in the 71 Municipalities of Crete with highest percents to be presented in Municipalities of Heraklion (15,29%), Chania (11,92%), Rethimno (11,11%) and Ierapetra (6,89%). The majority of migrants in Greece come from the productive age group (15-64 years old) and also the number of male migrants is lightly higher in comparison with the number of women migrants.

According to the latest population census in 18<sup>th</sup> March 2001, 551 migrants have been recorded for the Municipality of Nea Alikarnassos, from which 176 had gained the resident permit and the others were pending. It should be noted that in the wider urban area this number is increased and reaches almost the 7.000 individuals. The conclusions drawn from statistical sources in Crete indicate that the majority of non-nationals prefer its settlement in urban centres. It is important to highlight that, as the city of Nea Alikarnassos is part of a bigger urban area, the number of migrants living or working in the specific area is dynamic. Concerning gender and age local observations match with the general statistics mentioned above. It is clear that Albanians cover the major of immigration body in Nea Alikarnassos. The same assumption derives from the data concerning the origin country of students' majority (87,68%) in local public schools. At this point, it is useful to notice the fact that migrant students cover all educational levels, whereas Roma students are basically located in primary education and only two children has been recorded as high school students during the last year (2006-2007). It is important to note that official estimations expect a significant decrease of Roma students during school year 2007-2008.

Also, it is estimated that about 500 people live at the specific area, having the Greek citizenship. It is useful to notice that there are many other Roma people, some of whom are Muslims or Albanians, living in houses of Nea Alikarnassos city and also in Heraklion, but their location is very difficult. Almost all Roma (90,00%) are illiterate and the participation of their children in public education is very low. Usually, they abandon primary school before its completion.



Regarding the existing relation between people from target groups (migrants and Roma) who live in the intervention area and the enterprise development, it should be mentioned that especially for Nea Alikarnassos city, a very limited number of minority people has established their enterprise. The number of migrants and Roma entrepreneurs is being increased referring to the wider urban area and at the same time an important number of individuals acts as freelancers, although they do not follow the required and legal tax and insurance procedures.

Moreover, it should be noted that there is a lack of statistical data for Roma entrepreneurship due to their greek citizenship and consequently they cannot be segregated in official records. Furthermore, referring to the enterprise development on behalf of migrants, the selected data comes mainly from the official national statistics for resident permits as well as the registrations of Chambers and the Self-employed Insurance Organization.

As mentioned before the most common occupation on behalf of Roma is self-run trade businesses – itinerant or location fixed. It consists mostly of gathering and selling of scrap iron and other commodities such as fruits, seasonal products and clothes. However, the usual lack of required official permits on behalf of Roma results in lack of social insurance and facing problems with the law.

The table below illustrates the main categories of resident permits for non-EU country migrants in Crete from 2003 to 2007. As noticed only a small percentage (0,44%) of resident permits refers to Independent Economic Activity which is the legal prerequisite for migrants in order to start a business.

Depended Work	Work for one employer mainly as unskilled workers, rural workers and builders.	68,56% (71.761 permits)
Other 39 reasons	Special conditions (family reunion, athletes, artists, education)	25,83% (27.037 permits)
Independent Work	Services or work towards multiple and unstable employers mainly as house cleaners, craftsmen and others	5,18% (5.420 permits)
Independent Economic Activity	Enterprise development	0,44% (456 permits)

The next table illustrates the percentages of migrants' occupational status in the labour market of Crete, as recorded in the 2001 census.

Employer	7,30% (1.660 people) <ul style="list-style-type: none"> <li>• Almost 2/3 are men</li> <li>• Majority refers: craftsmen and farmers</li> </ul>
Occupation for his/her account	
Employee	90,36%
Household	2,34%

The conclusions drawn from the tables above indicate that the biggest percentage of resident permits in Crete refers to depended work as unskilled workers, in the primary and secondary sector and that despite their work permits the vast majority of migrants in Crete are working for employers (one or more). As mentioned before their occupation is usually precarious, low waged and without social security. Moreover, it is oriented in the building sector, as far as men are concerned, and the tourist and rural sector for both men and women. However, the latter are mostly occupied in house cleaning and elderly care.

As far as Roma people are concerned their employment with paid work is very limited in many cases due to their lack of interest, and it refers mostly to occupation in casual rural and other manual work. However, it should be noted that there is an increase in their interest in finding jobs as employees.

#### 4.2 Other disadvantaged groups

Through most of the activities of the proposed Action Plan emphasis will be given to the development of enterprises by, and to the inclusion in the labour market of other disadvantaged groups, such as single mothers, individuals over forty five years of age facing long term (more than 12 months) unemployment, former drug addicts, ex-convicts, early school leavers etc. These are groups of people which, together with migrants and Roma, Greek Authorities characterize as “vulnerable social groups” threatened by social exclusion and thus in need for special measures.

#### 4.3 Local Employers

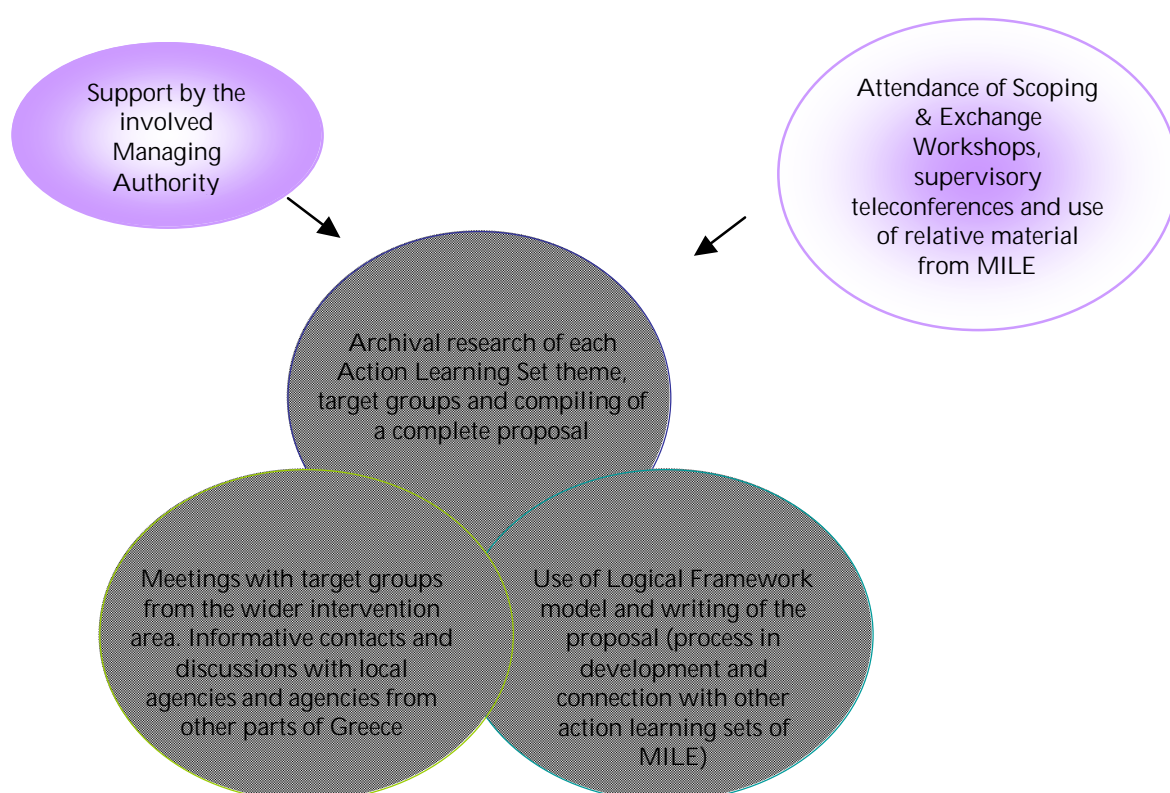
Based on the recently updated recording of Nea Alikarnassos Municipality records of entrepreneurial activity in the wider urban area there are approximately two thousand (2.000) companies running in the intervention area. In most cases they are small businesses which employ maximum ten (10) persons. Moreover, it should be noted that entrepreneurial activity in Crete consists of a large number of family – run businesses which consequently means that job vacancies are in many cases covered by members from the family circle and the circle of acquaintances. However, an “Industrial Area” is located in the wider urban area of the Municipality Nea Alikarnassos which includes craft trades and industrial units with a larger number of employees.



## 5. Methodology of Organisation and Planning

The proposed Action Plan has been designed by agencies with years of experience in social programs, capable of illustrating the needs and particularities of local societies, concerning the integration of migrants, Roma and other disadvantaged groups, in conjunction with the ability of planning and materialising relevant activities with essential results.

The following graphic shows the followed steps in order to organise and plan the present proposal:



Central in organising the proposed Action Plan was the study of documentation for : a) each thematic focus area and b) of characteristics, potentials and tendencies of each target group, as well as a literature review of how to plan and compile a complete and competitive proposal. Specifically the following actions were carried out:

- § search of statistical data and other studies of entrepreneurship, as well as enterprise development by migrants and Roma
- § search of statistical data on active inclusion of ethno-cultural minorities within the host country and possible obstacles
- § literature review of how to compile an integrated intervention and develop a cross-cultural program
- § literature review of enterprise development and the cross-cultural intervention
- § literature review of how to support a business plan, the ways of raising entrepreneurial culture and the promotion of self-organization
- § literature review of existing approaches for cross-cultural vocational counseling and cross-cultural awareness raising
- § use of Municipality of Nea Alikarnassos recording of companies in the wider urban area and
- § exploration of proposal's co-financing possibilities from ESF and ERDF and ways of conducting a feasible budget. At this point it should be mentioned that the working group received support and guidance from the involved Managing Authority

Moreover, the adoption of the proposed activities was based on the gained experience from the implementation of relevant programs by the agencies involved, as well as good practices from other relative programs in Greece and other EU countries.

Following, the central characteristics, which derive from the label Fast Track Network concerning MILE Project, members of Local Support Group are participating in supervisory teleconferences organised under Phase II. Also, the team had the chance to use a variety of relevant material provided by the webpage: <http://www.wikipreneurship.eu> and also through personal emails with the appointed European thematic experts.

Furthermore, the contacts with individuals and associations from the target groups (migrants and Roma) but also with agencies involved in enterprise development (stakeholders) were very important. Specifically, the following actions took place:

- § Consultations with target groups from the wider intervention area. Specifically, the partner of Nea Alikarnassos organised informative meetings for the promotion of the proposed activities with local Associations of Albanians and Bulgarians (who represent almost 70% of the total migrant population in the area) and with Roma representatives. Moreover, a public consultation through Nea Alikarnassos official website (<http://www.nea-alikarnassos.gr>) has been organized concerning its planning for the Municipality Operational Program (2008-2010) that includes the creation of an "Education and Culture Centre" covering a multicultural orientation and all the thematic areas of MILE Project. Migrants and Roma seem to be particularly



positive towards all proposed thematic, considering very important the creation of a stable structure for their information, communication and exchange of opinions.

- § Informative contacts and discussions with local institutions and agencies from other areas of the country in order to exchange experiences about providing services to particular target groups. The main ascertainment is that, up to now, in Greece many important programs have been organized (like Enterprise and Technologic Development Centres, Medical and Social Centres for the Support of Roma, the programs referring to the promotion of social economy through EQUAL, the integrated interventions in favour of unemployed combining advisory, training and employment or entrepreneurship, the numerous programs of training and Greek language learning courses etc). The basic gap in all these programs is that they are unable to continue their operation after the expiry of their co-financing period. Consequently, is a challenge for the new proposed Action Plan to explore the way of guarantee its continuation as a constant and permanent structure for the support of target groups and the co-ordination of all local institutions and services that related to them.

Moreover, a significant step has been made with the actual participation of Managing Authority in the whole process of planning, developing and presenting the local action plan within MILE Project. Also, members from Nea Alikarnassos partner participated in conferences, where they had the chance to give information about MILE Project and the general philosophy of Fast Track Networks within the URBACT Program. Specifically:

- § During the first meeting of URBACT Cities Networks, MILE Project was presented to Majors and other Local Actors from Crete. In the same meeting Nea Alikarnassos partner talked about MILE Project with the representatives of CSF 2000-2006 Managing Authority from the Greek Ministry of Economy and Finance, responsible for monitoring RfEC and URBACT II in Greece
- § Nea Alikarnassos partner also participated in an URBACT Conference in Athens, organized from the Greek Ministry of Economics
- § Through a conference organized by Nea Alikarnassos Social and Medical Centre for Roma, Nea Alikarnassos partner had the chance to inform the representative of Management Organization Unit of Development Programs (Greek Ministry of Economy and Finance) about MILE Project
- § During the closing conference of Regional Operational Program of Crete 2000-2006 concerning vocational integrated actions at local level that have been co-financed through ESF, the participant member of Nea Alikarnassos partner had the chance to meet the Head of Managing Authority of Operational Program Human Resources Development (Greek Ministry of Employment) concerning the new period of 2007-2013

Finally, Logical Framework was applied as the organizational model for planning and specifying the essential points of Nea Alikarnassos proposed Action Plan, followed by further development, according to the collected data from the above mentioned steps. Through the specific methodology the Local Support Group of Nea Alikarnassos partner have managed to organize the basic



components of its proposal (overall theme, objective, outputs, activities, timetable, indicators, budget) and to verify the possible risk from the implementation of the proposed Action Plan.

It should be noted that the proposed Action Plan will be further developed during the third thematic area in order to reach the final text/version that will be submitted for funding, after the end of MILE Phase II.



## 6. Logical Framework (URBACT II Local Action Plans)

Intervention logic	Indicators	Means of verification	Assumptions
<b>Overall Theme:</b>			
Raise the level of Integration and reduce social exclusion concerning migrants, Roma and other disadvantaged groups in the intervention area (Nea Alikarnassos and wider urban area)	Number of migrants, Roma and individuals from other disadvantaged groups starting new businesses until 2015	<ul style="list-style-type: none"> <li>Wider statistical data and results from relative researches in the intervention area</li> </ul>	See below: Risk Analysis
	Number of migrants, Roma and individuals from other disadvantaged groups occupied in the local labour market until 2015		
<b>Action Plan Objective:</b>			
1. Creation of specialised tools and mechanisms for the promotion of enterprise development concerning migrants, Roma and other disadvantaged groups 2. Promotion of an inclusive environment for migrants, Roma and other disadvantaged groups in the local labour market	Number of migrants that will benefit directly from all supporting services of the Center	<ul style="list-style-type: none"> <li>Timetable</li> <li>Monthly progress control of activities and economic issues</li> <li>Contacts with stakeholders (partners, target groups, experts, personnel, local agencies)</li> <li>Internal and External Evaluation</li> </ul>	See below: Risk Analysis
	Number of Roma that will benefit directly from all supporting services of the Center		
	Number of individuals from other disadvantaged groups that will benefit directly from all supporting services the Center		
	Number of women that will be involved in the associations with entrepreneurial orientation		
<b>Outputs:</b>			
1. Employment & Enterprise Support Office	Number of migrants that will benefit directly from employment & enterprise advisory services	<ul style="list-style-type: none"> <li>Timetable</li> <li>Monthly control of the progress concerning the activities and economic issues</li> <li>Contacts with stakeholders (partners, target groups, experts, personnel, local agencies)</li> <li>Reports and files for the observation of activities</li> <li>Use of experienced personnel and external experts and other collaborators per activity</li> <li>Internal and External Evaluation</li> <li>Exploitation of media for the diffusion of results</li> </ul>	See below: Risk Analysis
	Number of Roma that will benefit directly from employment & enterprise advisory services		
	Number of individuals from other disadvantaged groups that will benefit directly from employment & enterprise advisory services		
	Number of migrants, Roma and individuals from other disadvantaged groups starting new businesses during the Action Plan implementation period		
	Number of migrants, Roma and individuals from other disadvantaged groups entering the local labour market during the Action Plan implementation period		
	Number of local agencies that will cooperate with the Office		
2. Lifelong Learning (First & Second Thematic Area)	Number of migrants that will be trained		
	Number of Roma that will be trained		
3. Associations of Women from the target groups	Number of established women associations		
	Number of migrant women that will participate in the associations		
	Number of Roma women that will participate in the associations		
	Number of women from other disadvantaged groups that will participate in the associations		
	The establishment of a women-run corporation		

Intervention logic	Indicators	Means of verification	Assumptions
<b>Outputs:</b>			
4. Publicity	Number of meetings with local agencies	<ul style="list-style-type: none"> <li>• Timetable</li> <li>• Monthly control of the progress concerning the activities and economic issues</li> <li>• Contacts with stakeholders (partners, target groups, experts, personnel, local agencies)</li> <li>• Reports and files for the observation of activities</li> <li>• Use of experienced personnel and external experts and other collaborators per activity</li> <li>• Internal and External Evaluation</li> <li>• Exploitation of media for the diffusion of results</li> </ul>	See below: Risk Analysis
	Number of printed publicity material		
	Number of publicity events		
5. Local Employers' Multicultural Awareness Raising	Number of employers participating in the research on tendencies towards employing ethnic minorities		
	Number of employers and trade associations attending the workshops for multicultural awareness raising		
	Number of meetings with local agencies for the specific activity		
	Number of produced audiovisual & printed material for the specific activity		



Activities Table					
Title of activities to achieve the outputs	Lead partner	Brief Description	Intended outputs	Timescale (start and end)	Resources
1. Coordination	Municipality of Nea Alikarnassos	See below: Detailed Description of Activities	See below: Detailed Description of Activities	January 2010 up to December 2012 (36 months + 2 months up to February 2013 for external evaluation)	113.800€
2. Enterprise Support Office for Migrants and Roma	Heraklion Development Agency SA			April 2010 up to December 2012 (33 months)	383.000€
3. Lifelong Learning in the First Thematic Area	Adult Training Centre (KEE) of Heraklion Prefecture			July 2010 up to December 2012 (30 months)	78.800€
4. Organization & Establishment of Women (migrant and Roma) Associations with entrepreneurial orientation	Municipality of Nea Alikarnassos			April 2010 up to December 2012 (33 months)	25.000€
5. Publicity	Municipality of Nea Alikarnassos			January 2010 up to December 2012 (36 months)	39.250€
6. Local Employers' Multicultural Awareness Raising	Municipality of Nea Alikarnassos			April 2010 up to December 2012 (33 months)	50.550€
<b>Total Budget (FIRST &amp; SECOND THEMATIC AREA)</b>					<b>690.400 €</b>



## 7. Risk Analysis

Description of Risk	Likelihood	Impact	Risk mitigation plan
Risk 1: Failure in achieving the desirable collaboration with target groups	Medium	High	Use of mediators and experts together with a specialised methodology of approach. Continuous information and entanglement of target groups in the Action Plan
Risk 2: Low intention of migrant women concerning their attendance in Activity4 - Organization and Establishment of Women Associations with entrepreneurial orientation	Medium	High	Information and activation of migrant women. Promotion of the value of shared expression. Use of facilitators and mentors.
Risk 3: Weakness of Roma women concerning their attendance in Activity4 - Organization and Establishment of Women Associations with entrepreneurial orientation, because of woman placement and role inside the Roma culture	High	High	Information and activation of Roma women. Promotion of the value of shared expression. Use of facilitators and mentors.
Risk 4: Conflicts between different target groups (migrants and Roma)	Medium	High	Development of cross-cultural dialogue and promotion of multiculturalism through relative activity, concerning another thematic area of the Action Plan
Risk 5: Low correspondence of local institutions and agencies in the invitation for collaboration and support of the proposed Action Plan	Medium	Medium	Use of special methodology concerning the sensitization, information and active collaboration of local institutions and agencies.
Risk 6: Legislative regulations that place important obstacles in the enterprise development concerning economic migrants from non EU countries	High	Medium	Enterprise advice and information for migrants that approach the Office. Support in the resolution of bureaucratic difficulties.
Risk 7: Potential conflict with interests of the local population	High	High	Continuous information and sensitization of local societies, with their active involvement in the Action Plan.
Risk 8: Weakness of partners to undertake the complete economic responsibility for the Centre	High	Low	The risk influences, in longer-term, the permanent operation of proposed Centre. Search ways of viability.
Risk 9: Important deviations from the timetable and the obligations of each partner	Low	High	Internal observation and control mechanism for the implementation of the Action Plan. Use partner's experience on deviations management. Follow the obligations and terms of the signed agreement of collaboration.
Risk 10: Low participation of employers in the research on tendencies towards employing ethnic minorities (Activity 6)	Medium	High	Door to door visits in order to promote the cooperation of employers
Risk 11: Low participation of employers and trade association in the workshops (Activity 6)	Medium	High	Cooperation with, and implication of, trade representative bodies (e.g. Local Chamber of Commerce and industry)



## 8. Methodology of Proposed Action Plan

The selected methodology for present Action Plan gives emphasis on the model of integration, recognizing the fact that each minority group has the right to participate, under equal terms, in the all sectors of everyday life. The coexistence of different ethno-cultural elements is supported, without the threat for the unity and cohesion of local society. Main supported values refer to diversity respect, acceptance of the other, interaction and solidarity in order to achieve the decrease or even extinguish of national stereotypes and prejudices and the promotion of equal occasions for all.

Following the systemic and ecological approach, each individual is part of a wider system of dynamic interactions. The Action Plan cannot be entirely focused on individuals of target groups that will be benefit from its services, but it has to develop a wider intervention that include the information, sensitization and cooperation between all involved parts, local society, local institutions and individual supporting systems.

Central role in each phase of planning and Action Plan concretisation has the characteristic of being an integrated intervention, which includes:

- a partnership,
- responsible for implementing combined activities with developmental orientation,
- with emphasis on local particularities,
- aiming at the reinforcement of local recourses and
- showing the irreplaceable role of each target group.

It should be noted that the methodology of internal control and concretisation of the proposed activities is developed in details within the next part of the proposal: "Detailed Description of Activities".



## 9. Detailed Description of Activities

As mentioned before central priority of Municipality Nea Alikarnassos is the implementation of an integrated intervention in Nea Alikarnassos and the wider urban area which will include activities relevant to all three thematic areas of MILE Fast Track Network. Therefore the proposed Action Plan consists of the activities described in the Action Learning Set I (that is coordination, Enterprise Support Office, Lifelong Learning in the First Thematic Area, Organization & Establishment of Women Associations with entrepreneurial orientation and Publicity) and the extra activities proposed for the Action Learning Set II (that is Employment Support Office, Lifelong Learning in the Second Thematic Area and Local Employers Multicultural Awareness Raising). However, it should be clarified that two of the proposed activities of Action Learning Set II are incorporated with the relevant activities proposed in Action Learning Set I. Specifically, the 'Employment Support Office' (ALS II) and the 'Enterprise Support Office' (ALS I) are integrated and presented as one activity namely 'Employment and Enterprise Support Office' (Activity 2). Moreover, the activities 'Lifelong Learning in the Second Thematic Area' and 'Lifelong Learning in the First Thematic Area' are also integrated and presented as one activity namely 'Lifelong Learning' (Activity 3). Thus the proposed Action Plan consists of six discrete activities as described below.



<b>ACTIVITY 1: Coordination</b>
-------------------------------------

Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 113.800 €

Duration: 36 months (+ 2 months for the external -final evaluation)

**Description:**

The activity is referring to the establishment of an internal system of observation, control and follow-up of the implemented Action Plan and its activities, aiming to ensure their legality and regularity. The main goal is to ensure the compliance with the administrative and financial obligations predetermined by the responsible Managing Authority, to prevent deviations from the activities' overall planning and timetable and the institution of corrective measures when needed. Inside this procedure, changes are possible to happen, in order to ensure that the Action Plan is, at all times, effective and focused to the real needs and local particularities.

**Personnel:**

- One (1) individual – Coordinator
- One (1) individual – Financial Manager
- One (1) individual – External Evaluator

**Methodology:**

Development of concrete mechanisms of co-ordination, internal management and control, through: a) monthly reports for the progress concerning services and financial of each activity, b) the collection of qualitative and quantitative data for follow-up of determined indicators, c) the responsibility for the correct supplement of technical reports, together with continuous communication with the responsible Managing Authority and d) the development of internal-intermediary and external-final evaluations. Constant and direct collaboration with Action Plan administrative bodies (coordinative committee and work groups) is essential.

**Expected results - products:**

- Monthly reports for the progress of services and the relevant administrative and financial matters
- Three (3) Internal - intermediary evaluations (three annual assessments of Action Plan)
- One (1) External - final evaluation (at the end of Action Plan)



<b>ACTIVITY 2:</b> <b>Employment and Enterprise Support Office</b>
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Responsible Partner for Implementation:  
Heraklion Development Agency SA and/or Municipality of Nea Alikarnassos

Budget: 383.000 €

Duration: 33 months (3 months after the beginning of Action Plan)

**Description:**

The main objective of the Office is to offer information and advisory services for migrants, Roma and other disadvantaged groups for a) establishing a new enterprise and/or the promotion and development of existing enterprises, and b) entering the local labour market or/and preserving a job. Concurrently, the Office will facilitate the contacts between the target groups and the public services, in terms of promoting access and equal opportunities for all. Moreover, the Office will develop collaborations with all local institutions in order to activate and involve all local stakeholders towards social inclusion of all disadvantaged groups.

**Personnel:**

One (1) individual - Secretary  
Four (4) individuals - Experts (consultant on enterprise development, economist, lawyer, vocational consultant)  
Four (4) individuals - Facilitators (two for migrants and two for Roma)  
One (1) individual - Expert (expert in Information Technology)

**Methodology:**

Empowerment and support of individuals from the target groups that will be addressed to the Office, in order to learn their rights and obligations, to have better access to information and existing services and to extend their techniques and abilities of resolving and/or managing of their matters. The above-mentioned goals will be achieved through the development of specific tools and practices, which include:

- Vocational counselling: preparation for entering the labour market (development of skills and job seeking techniques) and support to achieve job permanence and confront difficulties in the workplace etc
- enterprise development counselling: development of Business Plan, further development of existing enterprise - Management and Marketing, risk analysis etc
- continued information for employment issues (job vacancies, labour rights, educational opportunities etc) and business issues (budgetary procedures, legislative regulations, financing mechanisms, conditions of local labour market etc)



- operation of a Data Base, through the Municipality of Nea Alikarnassos webpage, for the coupling between employers and unemployed migrants, Roma and individuals from other disadvantaged groups. The Data Base will be access controlled and will have information (skills and educational level) about individuals from the target groups looking for jobs (the data will be selected from individuals visiting the Centre)
- promotion of entrepreneurial spirit through the outreach method and the offer of constant information concerning target groups' possibilities of enterprise development and for the general operation and services provided by the Office
- continued communication and collaboration with public services/institutions in order to facilitate the access of the target groups to them and to bring off issues and bureaucratic procedures relevant and contributing to the target groups' employability (validation of degrees, issuance of other required certificates etc)

It should be noted that the above-mentioned services and mechanisms of Employment and Enterprise Support Office are directly connected with the other proposed activities of the Action Plan.

#### Expected results - products:

- 2.000 migrants, 200 Roma and 500 individuals from other disadvantaged groups are expected to use at least once the offered services of the Office
- 20 individuals from the target groups (migrants, Roma and other disadvantaged groups) are expected to establish new enterprises
- 30 individuals from the target groups (migrants, Roma and other disadvantaged groups) are expected to find legal and permanent jobs
- One (1) multilingual informative booklet for the Office operation and its services
- One (1) multilingual informative guide of business development for the target groups
- One (1) multilingual informative guide of employment for the target groups
- One (1) guide of good practices, techniques and tools for employment and enterprise counselling for ethnic minorities and other disadvantaged groups
- One (1) Data Base for the coupling between employers and unemployed individuals from the target groups



<b>ACTIVITY 3: Lifelong Learning</b>
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Responsible Partner for Implementation:  
Adults Training Centre (KEE) of Heraklion Prefecture  
or Public Training Prefectoral Committee (NELE) of Heraklion

Budget: 78.800 €

Duration: 30 months (6 months after the beginning of Action Plan)

Description:

The activity aims to promote the existing need of target groups (migrants and Roma) to upgrade their Greek language spoken, writing and reading ability, in combination with the training on employment and enterprise issues. In this manner, Greek language-learning courses will be organized with special emphasis on a) business vocabulary b) terminology relevant to job seeking techniques and c) vocational vocabulary. It should be noted that the specific activity is directly connected with the other activities of the proposed Action Plan.

Personnel:

One (1) individual - Secretary  
Six (6) individuals - Educators

Methodology:

- Organisation and creation of educational material relevant to the content of courses described above
- Target groups' information about the specific activity
- Organisation of training courses

Expected results - products:

- One (1) publication or training notes - Educational material of "Greek language focused on business terminology"
- One (1) publication or training notes - Educational material of "Greek language focused on job seeking techniques and vocational vocabulary"
- Sixteen (16) courses, of 10-15 individuals (migrants or Roma) and 75 hours duration each



<p style="text-align: center;"><b>ACTIVITY 4:</b> Organization &amp; Establishment of Women Associations with entrepreneurial orientation</p>
---

Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 25.000 €

Duration: 33 months (three months after the beginning of Action Plan)

**Description:**

Following the values of self-organization and activation, the creation of two feminine associations of migrant, Roma and women from other disadvantaged groups with legal form, is promoted aiming at entrepreneurial activity under an area/theme of women's decision. Central objective is the activation of the existent dynamic in order to cover current needs. In this way, the below elements are promoted:

- active participation of target groups, referring to women
- equal gender opportunities, referring to men and women, and the promotion of women entrepreneurship
- individuals' involvement in the 'searching for solutions' procedure, concerning every day level difficulties
- connection between individual activities of the complete Action Plan

**Personnel:**

Two (2) individuals - Experts (sociologist, social worker)

Two (2) individuals - Mentors (women mentors, one of migrants and one for Roma, are more suitable for this occasion)

Cooperation with experts and facilitators from Employment and Enterprise Support Office

**Methodology:**

- Seek out for women, within target groups (migrant, Roma and other disadvantaged groups) from the intervention area, and inform them for the Action Plan, the offered activities and its goals
- Development of dialogue, active involvement and organisation of women interested in participating in the specific activity. It is noted that separate energies will be developed for the three target groups (migrant, Roma and women from other disadvantaged groups)
- Technical and legal support will be offered to the women in order to establish (process of foundation and legal form) and operate the associations. Following this logic, the activity will be directly connected with the 'Employment and Enterprise Support Office' and 'Lifelong Learning' activities



- Promotion of associations collaboration and interconnection with persons (mentors), institutions and programs for the determination and the endorsement of long-term business goals of the associations

Expected results - products:

- Two (2) associations of women from the target groups (migrants, Roma and other disadvantaged groups) with legal form and entrepreneurial orientation
- One (1) women-run corporation



<b>ACTIVITY 5: Publicity of Action Plan</b>
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Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 39.250 €

Duration: 36 months

Description:

The activity includes all those communication techniques and means of projection aiming at:

- the announcement of utilities and results, throughout the concretisation of proposed Action Plan,
- the sensitization of local population, concerning multiculturalism
- the mobilisation and active participation of all involved parts (target groups' approaching mechanisms and development of wider collaborations)
- the explicit information referring to European Union contribution on the Action Plan (EU funding resource, percent of co-financing, use of European and national logo etc)

The activity of Publicity refers to the entire local societies and institutions, to the individuals from the specific Action Plan target groups as well as to all partners and experts/personnel/facilitators/educators that are occupied/involved within Action Plan.

Personnel:

One (1) individual – Publicity Manager

Methodology:

All methodological categories of projection will be developed and more specific:

- visual means of projection
- projection through the production of printed material
- projection through direct communication actions
- projection through Media

Generally, publicity of the Action Plan will be achieved throughout the users' opinions concerning the provided services and the produced results and products. It is marked that, in order to achieve the extensive and complete information of common opinion and target groups, the use simple and comprehensible language is selected.



Expected results - products:

- Production of Action Plan Logo
- Billboards, Posters and Banner
- One (1) Bilingual (Greek and English) Analytic Informative Brochure of Action Plan for services and institutions
- Four (4) Informative Bilingual Leaflets for the Action Plan and its activities for local population and target groups
- Twenty (20) Technical Meetings with local institutions and services, target groups' associations and other involved people and agencies (stakeholders)
- One (1) Radio spot (oral advertisement) for the Action Plan
- One (1) Television spot (audiovisual advertisement) for the Action Plan
- Articles within the local newspapers and other publications (proclamations and statements)
- Other publicity material (pen, folder, notepad)
- One (1) final Conference, presenting total results of the Action Plan



<b>ACTIVITY 6:</b> <b>Local Employers' Multicultural Awareness Raising</b>
---

Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 50.550 €

Duration: 33 months

Description:

The proposed activity aims at the promotion of an inclusive environment for ethnic minorities in the local labour market with emphasis on newcomer migrants and women (migrants and Roma)

The activity will be carried out through three actions as described below:

<b>Action 6.1: Research</b>
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Description:

The proposed action refers to the carrying out of a research on local employers' tendencies towards employing ethnic minorities. The research will be targeted on businesses (individual enterprises or corporations) and/or trade associations of the intervention area. It will be based on a sample of at least one hundred (100) employers and will be carried out through structured interviewing that is face to face administration of questionnaires with closed and open-ended questions.

Personnel:

Two (2) individuals - Experts (sociologist, social worker)

Methodology:

- development of questionnaires, selection of sample (number of employers, type of entrepreneurial activity etc) and organisation of the research implementation (informative contacts with employers, checking of their availability and planning of appointments) – use of the Municipality of Nea Alikarnassos recording of companies in the wider urban area
- research implementation through face to face contacts
- data analysis and report on findings

Expected results - products:

- One (1) questionnaire
- One (1) report on local employers' tendencies towards employing ethnic minorities
- At least one hundred (100) employers are expected to participate in the research



<p style="text-align: center;"><b>Action 6.2: Campaign for Multicultural Awareness Raising of Employers from the intervention area</b></p>
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**Description:**

The proposed action refers to the organisation and running of a campaign in order to raise awareness to local employers on issues of cross - cultural respect, workforce diversity and equal opportunities for all, and tackle stereotypes and prejudices towards different ethnic minorities

**Personnel:**

Two (2) individuals - Experts (sociologist, social worker)

Use of personnel from the "Employment and Enterprise Support Office" (Activity 2)

**Methodology:**

- planning of the campaign: splitting of the local employers and trade associations into three groups (e.g. according to their entrepreneurial activity) and planning of the workshops (checking of availability and appointment schedule)
- implementation of workshops (two workshops for each group)
- use of audiovisual material (projection of documentaries about social exclusion of ethnic minorities as well as about their culture)
- incentives to employers in order to enhance the employment of ethnic minorities: annual presentation in the local press of ten enterprises with the highest percentages of working minorities and information about employment programs such as subsidies from the Greek Manpower Employment Organisation (OAED) to employers who create new posts of work

**Expected results - products:**

- Six (6) meetings - workshops for multicultural awareness raising
- At least fifteen (15) local employers or/and trade associations are expected to attend the workshops
- Two (2) publications in the local press



### Action 6.3: Publicity of the Activity

#### Description:

The aforementioned actions (research and campaign) will be further enhanced by concurrent actions of publicity as an important factor for their success. Specifically, apart from activating the local employers to participate in the research and workshops described above the actions undertaken will be mostly focused on awareness raising of local employers and community on matters of cross - cultural respect, workforce diversity and equal opportunities for all through relevant publications, audiovisual means and mass media broadcasting. The proposed action will be linked to the overall Publicity of the Action Plan (Activity 5).

#### Personnel:

One (1) individual - Expert (sociologist)

Use of personnel from the Activity 2 (Publicity of Action Plan): cooperation with the Publicity Manager for the arrangements of interviews' broadcasting

#### Methodology:

- publishing of articles and interviews broadcasting
- competition of bids for the assignment of the radio spot production
- competition of bids for the assignment of the television spot production

#### Expected results - products:

- Ten (10) publications (articles) in the local press
- Two (2) interviews broadcasted in television
- Two (2) interviews broadcasted in radio
- Five (5) meetings with members of the local support group
- One (1) bilingual (English and Greek) informative leaflet
- One (1) radio spot
- One (1) television spot





### 11. Detailed Budget (First & Second Thematic Area)

Code	Description	Lead Partner: Municipality of Nea Alikarnassos	First Partner: Heraklion Development Agency SA	Second Partner: Adult Training Centre of Heraklion Prefecture	TOTAL
1	MANAGEMENT COST	50.400,00	0,00	0,00	50.400,00
2	LABOUR	74.160,00	198.000,00	36.000,00	308.160,00
3	SERVICES	51.400,00	164.400,00	28.000,00	243.800,00
4	OFFICE EXPENSES	21.640,00	6.650,00	14.800,00	43.090,00
5	EQUIPMENT	600,00	4.500,00	0,00	5.100,00
6	PUBLICITY	30.400,00	9.450,00	0,00	39.850,00
<b>TOTAL</b>		<b>228.600,00</b>	<b>383.000,00</b>	<b>78.800,00</b>	<b>690.400,00 EUROS</b>



ACTIVITY 1: COORDINATION RESPONSIBLE FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST	PERSONNEL	COORDINATOR	1 PERSON • 36 MONTHS • 1400€	50.400,00
2	LABOUR	PERSONNEL	FINANCIAL MANAGER	1 PERSON • 36 MONTHS • 1400€	50.400,00
3	SERVICES	EXTERNAL COLLABORATORS	EXTERNAL EVALUATION	1 FINAL X 6000€	6.000,00
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 36 MONTHS	36 MONTHS • 50 €	1.800,00
		MEETING EXPENSES	15 MEETINGS WITH PARTNERS	15 MEETINGS • 50 €	800,00
		TRAVEL EXPENSES	6 TRAVELS	6 TRAVELS • 400 €	2.400,00
		GRAPHIC MATERIAL	EXPENSES FOR 36 MONTHS	36 MONTHS X 30 €	1.000,00
	OTHER OFFICE MATERIALS	EXPENSES FOR 36 MONTHS	36 MONTHS X 30 €	1.000,00	
5	EQUIPMENT				0,00
6	PUBLICITY				0,00
<b>TOTAL BUDGET FOR ACTIVITY 1</b>					<b>113.800,00</b>



ACTIVITY 2: EMPLOYMENT & ENTERPRISE SUPPORT OFFICE RESPONSIBILITY FOR IMPLEMENTATION: HERAKLION DEVELOPMENT AGENCY SA					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0,00
2	LABOUR	PERSONNEL	SECRETARY	1 PERSON • 33MONTHS • 1200 €	39.600,00
			FACILITATORS	4 PERSONS • 33 MONTHS • 1200 €	158.400,00
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS	2 PERSONS • 33 MONTHS X 1300 € & 2 PERSONS • 33 MONTHS X 1100 € & 1 PERSON X 3000 € (CREATION OF DATA BASE) & 1 PERSON X 3000 € (DATA ENTRY)	164.400,00
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 33 MONTHS	33 MONTHS • 100€	3.300,00
		MEETING EXPENSES	15 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	15 MEETINGS • 50€	750,00
		TRAVEL EXPENSES	6 TRAVELS	6 TRAVELS • 100 €	600,00
		GRAPHIC MATERIAL	EXPENSES FOR 33 MONTHS	33 MONTHS • 30€	1.000,00
		OTHER OFFICE MATERIALS	EXPENSES FOR 33 MONTHS	33 MONTHS • 30€	1.000,00
5	EQUIPMENT	OFFICE EQUIPMENT	DESKS, BOOKCASE, CHAIRS etc.		3.000,00
		TECHNOLOGICAL EQUIPMENT	COMPUTER, PRINTER etc.		1.500,00
6	PUBLICITY	PUBLICATION	2 GUIDES	3 GUIDES • 2.650 €	7.950,00
			1 INFORMATIVE LEAFLET	1 LEAFLET • 1.500 €	1.500,00
<b>TOTAL BUDGET FOR ACTIVITY 2</b>					<b>383.000,00</b>



ACTIVITY 3: LIFELONG LEARNING (FIRST & SECOND THEMATIC AREA) RESPONSIBILITY FOR IMPLEMENTATION: ADULT TRAINING CENTRE OF HERAKLION PREFECTURE					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0,00
2	LABOUR	PERSONNEL	SECRETARY	1 PERSON • 30 MONTHS • 1200 €	36.000,00
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS FOR THE ORGANIZATION & CREATION OF TRAINING MATERIAL	4 PERSONS x 1.000 €	4.000,00
			EDUCATORS FOR 16 SEMINARS	16 SEMINARS • 75 HOURS • 20 €/HOUR	24.000,00
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 30 MONTHS	30 MONTHS • 160 €	4.800,00
		SEMINARS EXPENSES	16 TRAINING COURSES	16 SEMINARS • 400 €	6.400,00
		GRAPHIC MATERIAL	EXPENSES FOR 30 MONTHS	30 MONTHS • 60 €	1.800,00
		OTHER OFFICE MATERIALS	EXPENSES FOR 30 MONTHS	30 MONTHS • 60 €	1.800,00
5	EQUIPMENT				0,00
6	PUBLICITY				0,00
<b>TOTAL BUDGET FOR ACTIVITY 3</b>					<b>78.800,00</b>



ACTIVITY 4: ORGANIZATION & ESTABLISHMENT OF WOMEN FROM THE TARGET GROUPS ASSOCIATIONS WITH ENTREPRENEURIAL ORIENTATION RESPONSIBLE FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0
2	LABOUR				0
3	SERVICES	EXTERNAL COLLABORATORS	EXPERTS	2 PERSONS x 6.000€	12.000
			MENTORS	2 PERSONS • 2.000€	4.000
			LEGAL SERVICES	2 LEGAL PAPERS • 800 €	1.600
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 33 MONTHS	33 MONTHS • 100 €	3.300
		MEETING EXPENSES	12 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	12 MEETINGS • 50 €	600
		TRAVEL EXPENSES	15 TRAVELS	15TRAVELS • 100 €	1.500
		GRAPHIC MATERIAL	EXPENSES FOR 33 MONTHS	33 MONTHS • 30 €	1.000
		OTHER OFFICE MATERIALS	EXPENSES FOR 33 MONTHS	33 MONTHS• 30 €	1.000
5	EQUIPMENT				0
6	PUBLICITY				0
<b>TOTAL BUDGET FOR ACTIVITY 4</b>					<b>25.000,00</b>



ACTIVITY 5: PUBLICITY RESPONSIBILITY FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0,00
2	LABOUR	PERSONNEL	PUBLICITY MANAGER	1 PERSON • 33 MONTHS • 1200 € X 60%	23.760,00
3	SERVICES				0.00
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.080,00
		MEETING EXPENSES	20 MEETINGS WITH PARTNERS, LOCAL AGENCIES, TARGET GROUPS etc.	20 MEETINGS • 50€	1.000,00
		TRAVEL EXPENSES	5 TRAVELS	5 TRAVELS • 100 €	250,00
		GRAPHIC MATERIAL	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.080,00
		OTHER OFFICE MATERIALS	EXPENSES FOR 36 MONTHS	36 MONTHS • 30 €	1.080,00
5	EQUIPMENT				0,00
6	PUBLICITY	PUBLICATIONS	DETAILED INFORMATIVE PUBLICATION OF THE ACTION PLAN	1 PUBLICATION • 2000 €	2.000,00
			INFORMATIVE LEAFLET	1 LEAFLET • 1000 €	1.000,00
		OTHER PUBLICITY EXPENSES	1 FINAL CONFERENCE	1 CONFERENCE • 3000 €	3.000,00
			LOGO CREATION		500,00
			POSTERS – BILLBOARDS		500,00
			10 ARTICLES & ANNOUNCES (LOCAL NEWSPAPERS)	10 ARTICLES • 100€	1.000,00
			COMMERCIAL SPOTS		1.500,00
ADDITIONAL MEANS OF PUBLICITY		1.500,00			
<b>TOTAL BUDGET FOR ACTIVITY 5</b>					<b>39.250,00</b>



ACTIVITY 6: LOCAL EMPLOYERS' MULTICULTURAL AWARENESS RAISING RESPONSIBILITY FOR IMPLEMENTATION: MUNICIPALITY OF NEA ALIKARNASSOS					
Code	Description	Category of Eligible Expenses	Reason and Duration	Analysis	Cost
1	MANAGEMENT COST				0,00
2	LABOR	PERSONNEL	PUBLICITY MANAGER	COVERED BY ACTIVITY 5	0,00
3	SERVICES	EXTERNAL COLLABORATORS		2 PERSONS X 1400 € X 9 MONTHS & 2 PERSONS • 3 MEETINGS • 100 € & 1 PERSON • 10 ARTICLES • 50 € & 1 LEAFLET • 1.500 €	27.800,00
4	OFFICE EXPENSES	PHONE, POST & RENT EXPENSES		COVERED BY ACTIVITY 5	0,00
		MEETING EXPENSES	11 MEETINGS WITH EMPLOYERS, TRADE ASSOCIATIONS, LOCAL AGENCIES ETC	11 MEETINGS • 50 €	550,00
		TRAVEL EXPENSES	11 TRAVELS	11 TRAVELS • 20 €	220,00
		GRAPHIC MATERIAL	EXPENSES FOR 33 MONTHS	33 MONTHS • 30 €	990,00
		OTHER OFFICE MATERIALS	EXPENSES FOR 33 MONTHS	33 MONTHS • 30 €	990,00
5	EQUIPMENT	RENTAL OF AUDIOVISUAL MATERIAL	PROJECTION OF AUDIOVISUAL MATERIAL IN 6 MEETINGS	6 MEETINGS • 100 €	600,00
6	PUBLICITY	PUBLICATIONS	BILINGUAL INFORMATIVE LEAFLET	1 LEAFLET • 2000 €	2.000,00
			12 ARTICLES& ANNOUNCES	12 ARTICLES • 200 €	2.400,00
			MULTILINGUAL SPOTS	1 RADIO SPOT • 5.000 € 1 TELEVISION SPOT • 10.000 €	15.000,00
<b>TOTAL BUDGET FOR ACTIVITY 6</b>					<b>50.550,00</b>



## 12. Possibilities of Financing

The proposed Action Plan aims in its funding through the National Strategic Reference Framework (ESPA) 2007-2013, participating in open calls from the Operational Program “Human Recourses Development” co-financed by the European Social Fund (ESF). The competent authority is the Greek Ministry of Employment and specifically, the “Special Service for the application of co-financing actions from European Social Fund”. It should be noted that Greece is still organizing the technical issues regarding co-financing within fourth programmatic period and thus there are currently no calls for proposals.

Moreover, the working group of Nea Alikarnassos partnership explored the possibility of funding through the Regional Operational Program of Territorial Unit Crete and Aegean Islands 2007-2013, which will be co-financed by the European Regional Development Fund (ERDF). The Managing Authority in Crete informed the working group that it is almost impossible to receive funding for the proposed Action Plan through the Regional Operational Program mentioned above. In general the strategic objective for the new programmatic period 2007-2013 refers to the promotion of the role of Crete in the wider area of South-eastern Mediterranean in the bases of its economy competitiveness, use of advanced technologies, innovation and improvement of its residents life quality. The objective takes into consideration the three basic principals of ESPA: competitiveness, extroversion and human resources development. It should be mentioned that the planning framework concerning the human recourses development, puts emphasis on the inclusion of economic migrants. On the other hand the planning that already has been done includes financing of existing social structures and programmes. Following that it is possible that the structure of “Medical and Social Centre” for Roma of Nea Alikarnassos (financed by the previous Regional Operational Program of Crete 2000 – 2006) will continue to work. In that case the working group of Nea Alikarnassos partnership explores the possibility of implementing some of the proposed activities by incorporating them to the activities of the aforementioned Centre.

Moreover, it should be noted, that Municipality of Nea Alikarnassos has already been financed from the Local Government Development Program (THESEAS) for conducting a technical study for the reconstruction of a two floors building in the centre of the city, which is expected to accommodate the proposed Action Plan services. Currently, the Municipality is searching for extra financing in order to proceed with the reconstruction of the building. However, it should be mentioned that the latter activity is not included in the proposed Action Plan in order to maintain a clear orientation and to present a feasible budget. Due to the difficulty in synchronising the two different timetables, that is the reconstruction of the aforementioned building and the implementation of the proposed Action Plan it is suggested that the activities will be accommodated in



the existing structures of the involved partners, at the beginning, and reinstalled in their permanent location, when the building reconstruction is completed.

Finally, it should be noted that Municipality of Nea Alikarnassos intends to create a permanent Centre that will continue its operation after the completion of the proposed timetable, which has only a three-years duration. According to the Code of Municipalities and Communities (Law3463/2006: Article 85) within competences of each Municipality an Employment Support Office is included, referring to a guidance body of Municipality's functional framework, responsible to develop free advisory services for unemployed aiming to their empowerment in the effort of job-searching. In order to achieve this goal, offices will collaborate and coordinate their activity with the responsible local services.

### 13. Compliance with EU and National Agenda

The General Objective 9 of National Strategic Reference Framework (ESPA) 2007-2013 is referring to the "Promotion of Social Integration" with the goal to ensure equal access for all inside the labour market and to prevent marginalisation and exclusion. Following the objectives within national strategy for the modernisation of social protection system, as it is determined through the 'National Action Plan for Social Integration 2006-2008', the special objectives for social inclusion concern, among others, the social integration of migrants and other individuals with cultural/religious particularities, considering the non-discrimination value because of race or national origin, religion and other convictions etc. Among all mentioned elements, a multilevel integration of migrants is promoted, through specialised services of reception and information accompanied by metres, concerning the establishment of Greek language learning courses, training and certification in basic dexterities.

Moreover, in the frame of the complete proposed Action Plan, particular emphasis is been given on the promotion of gender equality, combined with the value of non-discrimination. For this reason special activity is proposed, concerning the organisation of migrant women, Roma women and women of other disadvantaged groups through associations with legal form, with final objective the development of enterprising action under a theme of women's choice. In general, gender dimension and equal opportunities are incorporated within each individual activity's planning, promoting and aiming specifically to the participation of women and other special social groups. Overall objective is the decrease of double exclusion, which migrant, Roma and other women experience, by being both members of disadvantaged groups and women.

Finally, in all stages of planning and concretisation of the proposed Action Plan, emphasis is and will be given to the endorsement and insurance of transparency, access to information and accountability. Also, an important role is given to the promotion of a 'society of citizens' with an active participating role



in decision-making and applying, together with the determination of interventions that will correspond to the needs and particular conditions of migrants, Roma, other disadvantaged groups and local society. Moreover, the vertical and horizontal partnership in all possible level of corporation is promoted.



**Action Plan:**  
**Integrated Intercultural Intervention in Nea Alikarnassos and the wider  
urban area**  
**(Establishment of Education and Culture Centre)**

**Third Thematic Area:**  
**Integrated Local Intervention aiming at the advancement of access to basic services of  
migrants, Roma and other disadvantaged and intercultural dialogue**

**Duration:**  
**January 2010 – December 2012**

**Budget:**

**Partnership:**

**Lead Partner: Municipality of Nea Alikarnassos**  
**First Partner: Heraklion Development Agency SA**  
**Second Partner: Adult Training Centre of Heraklion Prefecture**



## 1. Philosophy of the proposed Action Plan

The main goal of Nea Alikarnassos partner is to create an Education and Culture Centre for migrants, Roma and other disadvantaged groups living and working in the wider urban area. The core idea is to provide integrated support services, as well as, take qualitative initiatives that meet the exigencies of the target groups. The Centre will constitute the structure under which Nea Alikarnassos will be able to implement an integrated intervention including activities relevant to all three thematic areas of MILE Fast Track Network.

As regards the third thematic unit, Nea Alikarnassos partner continues to expand the operation of the Centre with services and activities contributing to the promotion of the accessibility of the target groups to key services and the advancement of interaction and dialogue between the host society and migrants and Roma.

It should be noted that the final version of the Action Plan (to be submitted on 31<sup>st</sup> of March) will include the proposed activities of all three Action Learning Sets.

## 2. Detailed Description of Activities

The Action Plan of Nea Alikarnassos partner for the 3rd Action Learning Set consists of two separate activities namely Access to Education and Multicultural Library. Moreover, the proposed Action Plan includes the creation of a Support Office which will operate in conjunction with the Employment and Enterprise Support Office proposed in Action Learning Set II and thus at the final version of the Action Plan will be presented as one activity namely 'Support Office'. Finally, the proposed Action Plan includes the implementation of courses for the introduction and familiarisation of the target groups (migrants and Roma) with the Greek history, culture, institutions and policies, civic rights and obligations, as well as, the implementation of one training course of cultural mediators. These two actions will be incorporated to the relevant activity proposed in Action Learning Set II, namely 'Lifelong Learning'.



ACTIVITY 1:  
Support Office

Responsible Partner for Implementation: Heraklion Development Agency SA

Budget: 39.080 €

Duration: 33 months (3 months after the beginning of Action Plan)

Description:

The proposed activity refers to the organisation and establishment of a Support Office which will provide information and advice services to migrants, Roma and other disadvantaged groups for utilization of existing education, health and housing services. Concurrently, the Support Office will facilitate the contacts between target groups and public services and institutions, in order to sort out personal affairs of target groups and bureaucratic procedures, aiming at the promotion of accessibility and equal opportunities for all. Specifically, the Support Office will provide:

- constant information about issues of access to education, health and housing services (briefing on existing services, rights, obligations, grant policies)
- advice services : psychosocial counseling for the treatment of personal problems and the promotion of social integration of the target groups
- linking of the target groups to public services/institutions in order to facilitate bringing off issues and bureaucratic procedures relevant and contributing to access to basic services (issuance of supporting documents, grants and social insurance etc) of the target groups
- planning and implementation of activities promoting the quality of everyday life (activities and informative events improving sanitary conditions and promoting prevention and treatment of deviant behavior etc) of the target groups.

Through the above actions the proposed activity aims at the empowerment and support of individuals from the target groups in order to acknowledge their rights and obligations, to have better access to information and existing services and to extend their techniques and abilities of sorting out and/or managing of their matters.

It should be noted that the above-mentioned services and mechanisms of the Support Office are directly connected with the other proposed activities of the Action Plan.

Personnel:

Two (2) individuals - Experts (sociologist, social worker)

One (1) individual - Expert – Outreach Collaborators (psychologist)

Use of mediators from the “Employment and Enterprise Support Office”

Methodology:

- Support Office staff:
  - selection of experts



- contacts with local associations of migrants and Roma and identification of mediators
- preparative procedures for the operation of the Support Office:
  - Office equipment, hardware and software
  - composition of forms for the recording and follow up of the Office activities
  - production of informative leaflet illustrating the services provided by the Office
  - production of informative guides for access to basic services for the target groups
- implementation of actions inviting target groups:
  - actions of publicity of the Office operation (distribution of leaflets, publications on the local press etc)
  - contacts with local associations of target groups
  - briefing of individuals from the target groups through the outreach method
- cooperation with services, institutions and organizations:
  - cooperation with local education, health and housing services, local and regional authorities, ministries, NGOs and other organizations and agencies involved in matters relevant to migrants, Roma and other disadvantaged groups
  - cooperation with embassies, consulates and national organisations relevant to issues of migration
- response to information request of the individuals approaching the Support Office on a daily basis
- planning and implementation of meetings:
  - individual or group meetings with expert for psychosocial support of the target groups
- planning and implementation of activities promoting the quality of everyday life of the target groups.

#### Expected results - products:

- 2.000 migrants, 200 Roma and 500 individuals from other disadvantaged groups are expected to use the services provided by the Office at least once
- 50 individuals from the target groups (migrants, Roma and other disadvantaged groups) are expected to sort out procedures in order to have access to basic services (issuance of grants, social security etc)
- One (1) multilingual informative leaflet about the Office operation and its services
- One (1) multilingual informative guide for access to basic services for the target groups
- Six (6) activities/events promoting the quality of everyday life of the target groups
- Ten (10) publications at the local press



## ACTIVITY 2: Lifelong Learning

Responsible Partner for Implementation: Adults Training Centre (KEE) of Heraklion Prefecture

Budget: 27.000€

Duration: 30 months (6 months after the beginning of Action Plan)

### Description:

The activity aims to empower the target groups by providing them with basic knowledge on fundamental aspects of the Greek society in order to promote intercultural dialogue and their active participation in the social and political life of the host country. Specifically, there will be organized courses for the introduction and familiarisation of the target groups with the Greek history, culture, institutions and policies, civic rights and obligations. Each course will be of 75 hours duration and will be attended by 10-15 individuals (migrants or Roma)

Furthermore, the proposed activity includes the implementation of one training course of cultural mediators. The underlying idea of this training is on the one hand the recognition of the significant role of the cultural mediator in promoting mutual understanding between the target groups (migrants and Roma) and the services and institutions, as well as the response of the latter to the real needs of migrants and Roma and on the other hand the promotion of the active involvement of migrants and Roma in issues and practices related to them. The training course will be attended by ten (10) individuals from the target groups (migrants and Roma) – with priority given to the individuals working at the other activities of the Action Plan (Support Office and Multicultural Library) - and will include the development of cultural mediation competence on a professional level. Specifically, the training course will be of 100 hours duration and the classes will focus on:

- Greek legal and institutional framework
- development of communication and interpretation skills
- development of personal skills

It should be noted that the above-mentioned services and mechanisms of the Support Office are directly connected with the other proposed activities of the Action Plan.

### Personnel:

Six (6) individuals - Educators

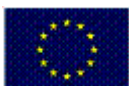
### Methodology:

- planning of training courses: determination of sub themes, educators and schedule
- composition of educational material relevant to the content of courses described above
- target group information about the specific activity
- implementation of training courses



Expected results - products:

- Eight (8) courses on Greek history, culture, social and civic life
- One (1) program of training cultural mediators
- One (1) publication or notes: educational material for introduction to Greek history, culture, social and civic life
- One (1) publication or training notes: educational material for training cultural mediators



ACTIVITY 3:  
Access to Education

Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 98.000€

Duration: 30 months (6 months after the beginning of Action Plan)

Description:

The proposed activity aims on the one hand at raising awareness among the target groups (migrants and Roma) of the importance of education and on the other hand at the promotion of access and integration of their children in the educational system, as well as the promotion of intercultural education in schools.

The activity will be carried out through two (2) actions as described below:

Action 3.1: Production and Projection of DVD Video

Description:

The action refers to the production of a multilingual DVD Video with the active involvement of pupils and parents of the target groups (migrants and Roma) as well as of Greek pupils, parents and educators. The DVD Video will illustrate the school environment, the every day activities and courses and the experiences from and aspects on education of Greek, migrants and Roma pupils and parents. The underlying idea is the familiarisation (and in some cases introduction) of the target groups with the school environment and the display of the benefits gained from going to school as well as from the coexistence of pupils of different ethnic origins. Moreover, the action refers to the organization of meetings for the projection of the DVD Video in order to raise awareness among migrants and Roma of the importance of education, as well as to foster cooperation between the school and the family. The meetings will take place at schools in the intervention area with the participation of teachers and parents of Greek origin – members of the Parents Association. During these meetings parents of different ethnic origins will have the chance to display and discuss their ideas, experiences, expectations, difficulties and solutions suggested regarding access to education, staying and integration of their children in school life.

Personnel:

Two (2) individuals - Experts – Outreach Collaborators (sociologist, social worker)

Methodology:

- planning and production of DVD Video:
  - contacts with local schools in order to inform them about the action, to confirm their interest to participate and to activate Parents Associations
  - contacts with local associations of migrants and Roma in order to inform them about the action and to ensure their active involvement



- selection of the schools which will participate in the proposed action and cooperation with them in order to define the individuals (pupils, parents and educators) that will take part in the Video making, as well as its exact content
- competition of bids for the assignment of the DVD Video production to a specialist
- cooperation with the specialist and the individuals taking part in the making of the DVD Video in order to finalise its content
- collection and processing of the DVD Video content (video recording, writing of texts and translation)
- production of multilingual DVD Video
- preparation of meetings:
  - cooperation with local schools and associations of migrants and Roma
  - specification of the schools in which the meetings will take place
  - briefing and mobilization of Parents Associations
  - briefing and mobilization of individuals from the target groups (migrants and Roma)
  - planning of meetings: splitting of participants into groups, checking of availability and meeting schedule
- implementation of meetings

Expected results - products:

- One (1) multilingual DVD Video
- Six (6) meetings at local schools

### Action 3.2: Writing and Promotion of Policy Proposal

Description:

The proposed action refers to the drafting of a report illustrating the tendencies of migrants and Roma in the intervention area regarding school drop out and their particularities in relation to the tendencies recorded at a national level, as well as proposing the most suitable practices and policies in order to a) promote access to, staying and integration of children from the target groups (migrants and Roma) in education and b) foster the implementation of intercultural education in schools. The proposed action will put particular emphasis on recording the aspects of migrants and Roma on the aforementioned issues and the educational system in general, as well as their active involvement in the implementation of the proposed action. Moreover, there will be organized meetings in order to forward the policy proposal to competent authorities.

Personnel:

Two (2) individuals - Experts – Outreach Collaborators (sociologist, social worker)  
One (1) individual – Specialist (for the drafting of the proposal)

Methodology:

- contacts with and briefing of local and national institutions involved in and relevant to educational issues (Offices of Primary and Secondary education, Universities, associations of educators, NGOs etc)



- briefing and mobilization of associations of the target groups (migrants and Roma)
- assignment of the drafting of the Policy Proposal to a specialist
- composition of work groups for the elaboration of the Proposal: it is guesstimated that three work groups will be organized and specifically one for each educational level, that is, primary school, junior high school and high school
- planning and implementation of meetings of the work groups for the elaboration of the Proposal
- drafting of the Policy Proposal
- publication of the Policy Proposal
- implementation of meetings in order to forward the Policy Proposal to competent authorities

Expected results - products:

- Three (3) work groups
- Twelve (12) meetings of the work groups overall
- One (1) Policy Proposal
- Four (4) meetings in order to forward the Policy Proposal to competent authorities



## ACTIVITY 4: Multicultural Library

Responsible Partner for Implementation: Municipality of Nea Alikarnassos

Budget: 342.700 €

Duration: 30 months (6 months after the beginning of Action Plan)

### Description:

The proposed action concerns the creation of a multicultural library that will house printed and electronic media both in the respective languages of local ethnic minorities and in Greek. The proposed action aims to offer the opportunity to target groups to have access to information regarding or produced at their country of origin and their host country, as well as to create a meeting space for the creation of intercultural dialogue and action that will exhibit and promote the culture of migrants and locals. In particular, this library will supply the services of any regular library: access to material in print and in electronic form, reading room and book borrowing. It will be equipped with PCs with access to the web and the library's electronic material. Concurrently within the aims of this library is the organisation of various social and cultural activities involving target groups and the local society. These activities will employ the particular cultural elements of each group as a means for the acquaintance, the socialisation and communication between them. This way, they will enhance intercultural dialogue and will strengthen the social assimilation of migrants and Roma.

### Personnel:

Four (4) individuals	– Experts (librarians)
Three (3) individuals	– Mediators (two (2) migrants and one (1) Roma)
One (1) individual	– Expert (Information Technologies Specialist)
One (1) individual	– Expert -External Collaborator (webmaster)

### Methodology:

- Library staff:
  - selection of experts (librarians)
  - briefing of local associations of target groups and identification of mediators who will participate in the setting up and running of the library
- preparative procedures for the operation of the Library:
  - Library equipment, hardware and software
  - Collection, cataloguing and classification of library material. Special care will be taken to the bibliographic coverage of the history and culture of minorities in the area and Greece at large, as well as on issues of migration, ethnic minorities, equal opportunities and intercultural dialogue. It is crucial to note here that we have already been in touch with an NGO which has started selecting material.
  - production of multilingual material on the use of the library, as well as guiding signs.
  - production of multilingual leaflet on the use and function of the library



- construction of an online catalogue of the library
- basic library function:
  - actions of publicity of the Library operation (distribution of leaflets, announcement in the local press, etc)
  - orders for new publications, cataloguing, arrangement of material.
  - links with other libraries in Greece and Europe, in particular ones that have developed intercultural actions in order to exchange know-how and experience
  - organisation of a seminar on issues of intercultural approaches for the library staff
  - participation of staff in continuing education seminars organised by relevant bodies
  - organisation of training sessions for users of the library
- Further functions :
  - communications with associations and other organisations of the target groups, mobilisation for participation of target groups to all actions taken up by the library and cooperation for the planning and implementation of these actions
  - collaboration with organisations, bodies, programs and individuals active in the cultural sector
  - organisation of one open day for the attraction of library users
  - organisation of introductory school visits by local schools
  - implementation of thematic activities to be organised with target groups (migrants and Roma). For example, book presentations by writers from the target groups, or the organisation in common of cultural events by several migrant communities and the host community.
  - planning and implementation of one intercultural festival bringing together Greek, migrant and Roma artists
  - Actions of publicity of the auxiliary functions of the Library (announcement in the local press, production of posters etc)

#### Expected results - products:

- One (1) multicultural library
- One (1) website
- One thousand (1000) users are expected to make use of the services of the library at least once
- One (1) seminar for staff training in issues of intercultural approaches
- One (1) multilingual information leaflet
- One (1) open day for the use of the library
- Five (5) seminars for users (migrants and Roma)
- Seven (7) thematic events
- One (1) intercultural festival
- Fourteen (14) announcements in the local press as publicity for social and cultural actions
- Publicity material (posters) for social and cultural actions



